MANAGEMENT CAN BE HUMAN

HARVEY STOWERS

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McGRAW-HILL
INDUSTRIAL ORGANIZATION AND MANAGEMENT SERIES
L. C. MORROW, *Consulting Editor*

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Management Can Be Human

BY

HARVEY STOWERS

Assistant to the President of
Aircraft Industries Association of America, Inc.

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MANAGEMENT CAN BE HUMAN

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PREFACE

Industry today is faced with human problems that may hold greater danger than the Second World War. We are at the crossroads where the mistaken policy of selfish economic power and greedy disregard of the individual may set loose a movement from which free enterprise might never recover.

Better human understanding is needed everywhere. In the shop, in the office, and on "Mahogany Row." It is needed now more than ever before between management and men, between companies and nations. Human understanding and the building of men are the greatest need of the world.

The author is convinced that *management can be human* only when we realize that our workers are human. We must practice some of the things we preach. We must realize that our workers possess more brains and more good ideas collectively than could possibly be possessed by the most gifted supervisor.

The dissatisfaction of the average worker and some members of supervision seems to be centered mainly on a feeling of being "the forgotten man." Their chief complaint is not against working conditions, hours, or rates of pay, but against the lack of human understanding on the part of their immediate supervisors.

Knowledge of the techniques of machine production alone is of little value to supervision in handling human problems because materials and men are at opposite ends of the industrial scale. Therefore, before management can fully utilize individual capabilities, it must consider the ability to handle men as the most important quality to look for in choosing leaders. But management must first realize that

this skill in handling human problems begins at the top, not at the bottom. "Our bosses are wasting their breath until they deal with us as they tell us to deal with others." "Example speaks louder than words." These are the shouts and cries coming up from the bottom.

No phase of industrial training for the worker or the supervisor is so important as the training that builds better personal understanding, better human relations within the plant.

If permanency and stability are to be attained, we must find how and why employees feel as they do. We must discover what conditions make for harmony, team power, and fine production, and what makes for discord, hatred, and bitterness. With these findings we may better understand the grave necessity for sound human relations.

In this book, the author has attempted to set down the basic principles for building better human relations and better understanding between management and men and to show by the use of case histories how these principles can be successfully applied.

Eighty-five per cent of our success as managers of men lies in the development of *our* human understanding and in the development of the man under our supervision. Truly, *man* is the most important syllable in hu*man* relations.

The author is convinced that American business could well afford to devote a great many months to the thorough overhauling of the standard of human relations throughout every line of its activity.

HARVEY STOWERS.

LOS ANGELES, CALIF.
December, 1945.

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INTRODUCTION

For years many of our keenest minds have been directed along engineering lines. Applied science attracts men of logic because it deals with materials that can be expected to respond to the same forces in the same way at all times. The modern effort to apply these exact processes to the handling of people or, even worse, the tendency to neglect human relations altogether has contributed to a serious situation, which now threatens to undermine our social structure. The very fact that management has been forced to surrender to outside organizations many of the authorities that are vital to the discharge of its responsibilities is itself a serious indictment of modern industrial leadership. We need to rediscover spiritual values lest the product of our creative endeavors destroy us.

When one seeks counsel on this subject he is surprised to find how little has been said or written about leadership. It seems to have been taken entirely for granted. In the face of revolutionary developments in the means of communications, which impose increasing demands on leadership, little has been done to contribute to an understanding of it. In "Management Can Be Human," Harvey Stowers has made a notable contribution. He develops the fundamental principles and supports them with interesting examples so entertaining and so well presented as to be worth reading for themselves alone. Here is a timely book well worth the attention of every leader of men from the executive in the paneled office to the straw boss on the shipping platform.

EUGENE E. WILSON,
Chairman of Board of Governors
Aircraft Industries Association of America

HARTFORD, CONN.,
December, 1945.

CHAPTER I

GET UP AND GET GOING

Too many members of management have allowed themselves to become "private-office, hard-to-get-to" managers.

One of the principles of building good human relations is —circulate. You can't know people, your employees, and other members of supervision by wearing out the seat of your pants sitting in a swivel chair.

Yet many of our workers are total strangers to us. Now don't fire back with the alibi that your "job is too big," "too many details," "too much to do," "got to get out production," "just don't have the time to get around." These are the excuses of men who have never learned how to organize their time—just weak words which mean you're not interested in your employees.

Two years ago Hanson was appointed manager of a very important division of a large New England manufacturing company. Shortly after his appointment he called a meeting of department managers, assistants, section and group supervisors under his management. In closing the meeting he said, "As you know, I have only been on the job two weeks; consequently, there are many men in the room with whom I am not personally acquainted, but it is my intention to spend most of my time in the plant with you. I want to become acquainted with you, and I want you to know me. Better understanding and closer harmony will develop as we become better acquainted with each other."

Those in the room left the meeting mentally lifted. They liked that kind of talk coming from the boss, and they looked forward to knowing him better.

Six months passed, however, and nothing happened. Hanson had not kept his promise, and his men began to question, "Why?"

Eight months after this first meeting Hanson found it necessary to talk to the group again. He opened his second meeting with an alibi. "I have been so busy that I just haven't had the time to get out in the plant and see you as I promised," he said.

He closed his meeting with another promise. He reaffirmed his intention of getting better acquainted with them.

Time went by and still nothing happened. Hanson remained glued to his desk. The only men with whom he became acquainted were his department managers. Seventy-five of his men were total strangers to him. He wouldn't have known them had he passed them in the hall, which, incidentally, he did quite often.

A short time ago Hanson held a third meeting with his people, and with red face and downcast eyes he again alibied to his men, who, upon leaving the room, expressed their feelings with statements, such as "Oh, nuts," "Who does he think he's kidding?" "Why doesn't he say he can't be bothered?" "Why doesn't he quit stalling?" and "We don't give a damn if he never comes out." All of which indicated that they had lost respect and confidence in his leadership.

Hanson's failure to get out in the plant, to circulate, to become acquainted with his men and allow them to become acquainted with him indicated to them that he didn't have much respect for his promises or that he had no personal interest in his men or that he lacked executive capacity to organize his time properly. Hanson, today, is one of the most generally disliked members of management, all because he never gave his men a chance to know him.

Perhaps it never dawned on him that at any one of the three meetings held with his men he could have taken the time to walk down the aisle and shake hands and spend a minute with every one of them. By doing this, he would have known them just a little better. They would have had at least the warmth of his handshake to bring them closer together.

If Hanson had really been interested in his men and if he had desired to know them or had been concerned about building better human relations with his people, he would have found time to get out in the plant and become acquainted with them. No man is ever too busy to do the things he really wants to do.

Byron is general manager of a western utility company. When asked what one factor contributed more to his success than any other, he said, "When I came to work for this organization fifteen years ago, I only had one desire and objective—to become general manager. I reasoned that I would need the help and good will of everyone in the company, from the office boy to the president, if I were to succeed in this ambition. So I deliberately planned a campaign to win the loyal friendship of every person in the office and plant. I started to circulate. Eventually, in some way or another, everyone knew me and I knew him. When," he continued, "my chance for advancement came, everyone was on my side, pulling for me to get the promotion, and I got it. In no other way would it have been possible for me to have become general manager so quickly and with so little friction."

We must get out in the department where the workers are and meet them, know them, and let them know us. They've got to see us, hear us, and feel our personality before they will warm up to our leadership.

Far too many employees work from one week to another without so much as a "Hi!" "Yes," or "No" from the boss; he is a stranger in the department. This goes for some presidents as well as some managers and supervisors.

You may remember several years ago seeing the movie, "If I Had a Million," in which Charles Laughton played the part of an employee of a very large company who inherited $1,000,000. At last his chains were broken. No longer was it necessary for him to be on the receiving end of the abuse he felt he had taken from the big boss over a period of thirty years.

In the movie we see Charles, after reading the letter informing him that he has beome a millionaire, slowly, quietly rise from his desk and silently walk up the aisle, passing what seems like miles and miles of desks just like the one he has left behind.

Charles continues on in his slow, quiet way until he comes to an office marked "Fifth Assistant Vice-president." Carefully opening the door, he walks in, brushing by the secretary who sits just outside the office marked "Fourth Assistant Vice-president." Opening this door, Charles continues on, passing the third, the second, and the "First Vice-president," until he finally comes to the office of the president. Silently opening the door, he walks in, crosses the room, and stands before the president. Apparently surprised to see this stranger who has trespassed on his private sanctum, the president says, "What do you want? Who are you? Come, come, I'm a very busy man."

Charles looks at him for a full half minute, then gives the president a big Bronx cheer, turns around very slowly, and quietly walks out of the office.

In these few minutes on the screen Charles Laughton depicts the mental attitude of an employee who feels himself a stranger in a company he has worked with for thirty years better than any book might describe the feeling.

When workers are neglected they are forced to form opinions of their supervision and the company on the basis of hearsay information, which may come from questionable and perhaps antagonistic sources both inside and outside the plant.

The supervisor's value depends largely upon his ability to develop a mutually satisfactory personal relationship with each worker under his supervision. This relationship can be properly developed only through frequent and regular worker-to-worker contacts, regardless of other demands on the supervisor's time.

It is through these contacts that supervision learns to know each worker like a book, from cover to cover and inside

and out—his personality, interests, ambitions, desires, aspirations, feelings, and attitudes.

The wise supervisor approaches the worker with the thought that perhaps the worker may know more than he does about something. Perhaps the employee can do something he can't do or the employee may be his boss some day or the employee may be in a position to help or hinder.

James took over the job of vice-president and general manager of the Blank Motor Sales, which had been losing money for five years. James knew only one way to get acquainted with the new job and that was to get acquainted with its people—the workers.

James started out by making the rounds. It was his practice to call on everyone in every department every day. He would spend a few minutes with each employee, from the colored car washer in the basement to the president. He never missed anyone. He soon knew the condition of the worker's health, the size of his family, his financial status, his hobbies, his ambitions, his attitude toward the company, his attitude toward supervision and other workers. He knew the good ones and the bad ones, and they knew that he knew. Before long, the bad ones began to improve, the good ones got better, dissatisfaction of customers due to poor repair work almost vanished, and sales picked up. The business began to make money.

That was six years ago, but today the vice-president and general manager is still making the rounds. The workers have become so accustomed to his visits that if he misses an employee when making his rounds, the employee looks him up to see what's wrong. There are no strangers in this company.

During the war, they didn't have many new cars to sell, but everyone pitched in with ideas and suggestions. They went after small machine shop subcontracts. They went after automobile repair work with a vengeance. They bought more and more and sold better and better used cars. Everyone looked out for the company's interests. Every

month was a profit month. This is a good example of the boss's using salesmanship with the employees.

Some of us may be inclined to say, "There is quite a difference between the job of the salesman and the supervisor." But if we realize that salesmanship is required only when dealing with people, that it is an effort to secure a person's acceptance of a tangible article or service, while supervision is an effort to secure a person's acceptance of a thought or idea, then we find that salesmanship is a part of the supervisor's job. Therefore, salesmanship becomes indispensable to supervision as the principal means of developing satisfactory human relations.

The successful salesman knows people. He knows their personal interests, their likes and dislikes, their desires, ambitions, their hobbies, their weaknesses, and their strength. He did not secure this information sitting in an office; he made the rounds; he circulated. While making the rounds, he studied his prospects and customers.

Mr. Blank, formerly dean of the School of Merchandising of one of the large Eastern universities, was appointed sales manager of a large manufacturing company. When Mr. Blank moved into his new office, it soon became apparent to all members of the sales organization that the new sales manager knew very little about human relations.

Mr. Blank's office door was closed. The glass partitions in his office were painted, making it impossible for anyone in the outside offices to see into his office. The only way anyone lower than a vice-president could get at him was by appointment through his secretary. He completely isolated himself from his branch managers, sales representatives, distributors, and dealers. It wasn't long before these men (because of their indignation) discontinued making any effort to get to him with their problems. Sales began to drop, but it took top management four years before they realized what had happened. Then Mr. Blank was fired.

Scott, who replaced Mr. Blank, had come up through the ranks; he knew the men—he had been one of them. He was

an expert in human engineering. The first thing he did was to have all the paint removed from the partitions. The door of his office was opened. He held a meeting with the sales staff and the branch managers and told them that, although he planned to spend very little time in the office, he would be available at any time they wished to see him. He wanted to get out in the branches and do most of his work in the field.

Scott began to circulate. He spent nine-tenths of his time with his men and distributors in the field. He knew them and they knew him. He knew their problems. He knew what they wanted and they knew what he expected of them. His association with his men became a two-way highway of cooperation. Sales began to climb and they have continued to climb because Scott never stopped circulating.

Mr. Blank, theoretically, was a merchandising expert, but he didn't have an understanding of his men; he was not a human engineer. Scott, on the other hand, had to learn his merchandising the hard way—by experience; but while gaining his knowledge of merchandising, he also gained something else—human understanding.

This story is told not with any feeling against men with university training, but there is one indictment to be made against many university-trained men. They have too much theory and too little practical knowledge. What many men have failed to recognize is that a man with a college degree is not necessarily an educated man.

Jim Farley, former chairman of the Democratic National Committee and Postmaster General of the United States, can call 50,000 people by their first names. His ability to do this was not acquired by sitting in his office in New York City. Jim Farley got around. He traveled thousands of miles getting acquainted with people, the right people, who would eventually help him do what he wanted to do—elect Franklin D. Roosevelt President of the United States.

Emerson said, "Every man I meet is in some way my superior, and in that I can learn from him." We must rub elbows with people—lots of people—if we want to get the

best from everyone and give our best to him. Don't be a stranger to your men. Sometimes we wall ourselves in and build ill will for ourselves by the way we allow telephone calls to be handled, as shown by the following:

"Perkins, Parker, Peck, and Potts—good morning."

"I want to speak to Mr. Potts."

"Who's calling, please?"

"Mr. Pickus, of Pickus, Pickham, and Hogg."

"Just a moment, Mr. Pickus, and I'll connect you with Mr. Potts's office."

"Hello, Mr. Potts's office."

"I want to speak to Mr. Potts."

"Mr. Potts? I'll see if he is in. Who's calling, please?"

"Mr. Pickus."

"Who are you with, Mr. Pickus?"

"I'm with Pickus, Pickham, and Hogg."

"Just one moment, Mr. Pickus."

"Mr. Potts, Mr. Pickus of Pickus, Pickham, and Hogg is calling."

"O.K., put him on."

"Just one moment, Mr. Potts. Here's Mr. Pickus, of Pickus, Pickham, and Hogg. Go ahead."

" 'Lo, Joe? How's about lunch?"

"O.K."

"Good-by."

Sounds silly, doesn't it? But strange as it seems, it happens every day in thousands of offices. Is there any real purpose in challenging a telephone call? You are either in or out. If you are in, why make the person calling feel small and inferior by the challenge?

An Eastern wholesale drug company lost the account of a very large hospital, which for many years had spent well over $50,000 annually with the firm, all because a new sales manager inaugurated a new policy of having all incoming calls to his office challenged. The purchasing agent for the hospital felt that the new sales manager had put himself on too high a pedestal, and he did not intend being made to

feel small and inferior when he called. Instead, he took his business to a more friendly firm.

Perry, art director for one of the major movie studios in Hollywood, went to the telephone and dialed the number of a well-known automobile agency in Beverly Hills to place an order for a new car. When the agency operator came on the line, Perry asked for the sales manager. The operator asked who was calling. Perry gave his name and he was connected with the sales manager's secretary, who asked him what he wanted. This was too much. Perry said, "Just forget it," and hung up. He called a competitor and placed his order.

You might say, "Why blame the sales manager or the firm for something done by the telephone operator or a private secretary?" There is only one answer to that question—it is the sales manager's responsibility to know how his calls are being handled. The girl evidently was doing what her boss had instructed her to do.

Jerry Geisler, famous West Coast attorney, said, "If there is any one thing which has contributed to my success, it is the fact that I have always made myself accessible to others. I will see or talk to anyone at any time, whether at home or at the office. It doesn't matter how important the client may be who is in my office; if a call comes through for me, I get it, and no calls are ever challenged. I am never too busy to see or talk to the elevator man, the taxi driver, the colored porter, the lowest extra, or the biggest star in Hollywood."

Alfred P. Sloane, chairman of the board, General Motors Corporation, says, "A corporation may spread itself over the entire world and may employ 100,000 men, but the average person usually forms his judgment of it through contact with one individual. If this person is rude or inefficient, it will take a lot of kindness and efficiency to overcome that bad impression. Every member of an organization who, in any capacity, comes in contact with another person is a

salesman, and the impression he or she makes is an advertisement—good or bad."

One day a few years ago a telephone rang in the office of Basil Harris, president of United States Steamship Lines. He picked up the receiver and a voice said, "The *Manhattan*'s a hot ship." That meant she would not sail. Harris thought for a minute, then taxied over to the pier.

"There was the *Manhattan*," Harris recalls, "a beautiful, graceful ship ready to carry the American flag across the Atlantic in a position it deserved. I was pretty sore as I climbed the gangplank. I looked for the union delegate. When a crew belongs to a union, it appoints a delegate to present its beefs and negotiate with the men on the bridge. The delegate was a tough character, and I said to him, 'I hear the *Manhattan*'s a hot ship.'

" 'Yeah? What's it to you?' he said. I said I wanted to know why.

" 'O.K.,' he growled, and led me below.

"The first place we visited was 'the head,' the crew's washroom. Because of the lack of shower curtains, he said, the spray made other occupants of the room very uncomfortable. I gave the sailmaker ten bucks and told him to fix up some shower curtains.

"The next beef concerned some bad equipment opposite the showers. I gave the ship's plumber several bills and sent him for new parts. We then proceeded to the third beef, which centered in the crew's mess. By this time, the delegate's belligerence had diminished. But the *Manhattan* was still hot. The trouble in the crew's mess was lack of space, according to the delegate. When the messmen brought in pots of soup in heavy weather, someone stood a good chance of getting soup down his neck. The bulkhead at the far end was a partition. On the other side was a very nice cabin for two. 'What's this for?' I asked.

" 'For the grooms,' said the delegate scornfully. 'Occasionally we carry race horses. Someone thought very well of the grooms.'

"I found 'Chips,' the ship's carpenter, gave him my last ten bucks and told him to knock down the partition. Then I shook hands with the delegate, who was fairly cheerful by this time, and went down the gangplank with just about a nickel subway fare.

"The *Manhattan* sailed that night."

Harris didn't try to solve this problem sitting in his office. He didn't delegate the job to some subordinate. Although he was president of the United States Steamship Lines, he wasn't too big to get up and get going to solve a problem so that the *Manhattan* could also get up and get going.

CHAPTER II

CUT THE APPLE IN HALF

Management and men are partners and their partnership, like all partnerships, must be founded on confidence. Nothing is impossible when each partner displays a spirit of honest willingness to do the right thing at all times. Consequently, the worker wants a boss or manager who will be absolutely fair and impartial in all his dealings at all times. If management expects men to be fair, then they must lead the way. Cut the apple in half.

If the supervisor wants the worker to respect him, have faith and confidence in him, and give him enthusiastic cooperation and loyalty, he must be absolutely fair, honest, and impartial in all his dealings with all employees at all times.

It is dynamite for a department head to allow cliques or groups of favorites to develop within a department because such a situation will blow up the bridge of good personal understanding and human relations between the supervisor and his workers.

This thing known as group spirit, departmental spirit, plant spirit, or plant morale is, after all, the summing up of the feelings of workers toward their job, their fellow workers, and their supervision. Therefore, every effort of supervision should be toward the development of all these feelings —toward finer individual performance and better human relations.

Fair and impartial treatment of the worker is probably the most important single factor in determining, influencing, and assuring good human relations between the worker, his supervisor, and the company.

When supervision stoops to unfair and partial practices with the men, sound company policies and good working

conditions are ruined. Confidence and respect disappear, and we find ourselves up to our necks in the quicksand of antagonism and distrust instead of standing on the Gibraltar of loyalty and cooperation.

Contacts with several hundred ex-employees of one of Detroit's largest industrial organizations showed that 80 per cent of this company's ex-employees had terminated because they felt that their former supervision had discriminated against them by being unfair and partial.

When fair and impartial methods which develop morale are substituted for discipline, the result is that the worker, his job, and management are welded together into a unit which makes for higher plant success.

People are not primarily controlled by their reason, judgment, and thought; they are dominated by their feelings. Groups of workers in plants form attitudes toward management, toward working conditions, and toward one another largely on the basis of their feelings and prejudices, their likes and dislikes. If supervision is to be effective, we must never forget the emotional make-up of the worker. Also, we must not forget that the basis for most of the friction, discontent, grievances, and problems encountered by supervision in plants everywhere is how the worker feels about things. When we handle people fairly and impartially, we create conditions within our group or department which make for harmony, teamwork, fine production, and manpower stability.

Employees who do not belong to the chosen few will very quickly, and rightly so, form opinions detrimental to the smooth operations within the group, based on their personal feeling of working for a boss who has no personal interest in them.

This attitude of the worker will create suspicion and doubt in the minds of other workers, resulting in their loss of confidence in the boss, loss of enthusiasm for the job, loyalty to the company, and ambition to progress.

Frank's foreman was talking to the superintendent. They

were discussing the qualifications of Frank as the possible successor of the foreman who was being promoted.

"Technically," commented the foreman, "Frank is one of the best qualified supervisors in the company, but he has one failing which I am afraid eliminates him as a candidate for my job. He just doesn't know how to handle people."

"Just what do you mean?" asked the superintendent.

"Well," replied the foreman, "here is just one example of what I mean. It seems that in Frank's section most of the workers are paid on piece work, and quite often there is dissension because of Frank's assigning certain jobs to certain individuals whom he seems to favor. These jobs are easier and faster, and the worker is able to have a slight edge in earning power over those working on some of the other jobs. Frank has allowed a clique of favorites to develop within the section, and this has brought about indifference on the part of those who are not in the clique. By this type of handling, Frank has a great deal of unnecessary trouble keeping harmony in the group. I just wouldn't want to trust the whole department to him under these circumstances. I have tried for six months to show him the folly of this type of employee handling, but he just doesn't seem to realize its seriousness or what it is doing to him."

"How about one of the other supervisors in your department?" asked the superintendent.

"Well, there is Bob, who graduated from technical school," replied the foreman. "His grades were good, but not as good as Frank's. But Bob likes people and knows how to win their loyalty. He has taken several special courses at U.C.L.A. (University of California, Los Angeles) in the evenings since coming with us. He has the same problems in his section as Frank, but I have never had a word of complaint from Bob's people, and they are turning out high quality and quantity of work."

After further discussion of the two men's qualifications, both men agreed that Frank was the better of the two men

under consideration in the technical phases of the work; but all things being considered, they felt that Bob would be more successful in handling the department because of his superior ability in human engineering.

Bob was promoted. He became the new foreman. Frank lost a chance for advancement because he had not been absolutely fair and impartial with all his employees at all times in all matters. We must agree that Frank's foreman had been absolutely fair and impartial in weighing him against Bob.

When Frank's foreman called him in later and told him the outcome of his conversation with the superintendent and explained in detail how and why they had arrived at their decision in choosing Bob for the job, Frank had to admit that the foreman was right and that he had been fair, honest, and impartial in arriving at his decision.

A good salesman learns very quickly that it doesn't pay to do something for one customer and not do the same thing for another. How would you feel toward a salesman who gave a friend of yours a set of studs when he bought his tuxedo but refused to give you a set when you bought a tuxedo? You wouldn't like it.

The successful salesman wouldn't do that because he knows that such news travels rather fast. He couldn't afford to have pet customers—he must treat them all alike.

William A. Patterson, president, United Air Lines, Inc., said, "Good *human relations* is *just good business*, but *it starts at the top.* Give a man who has an *understanding of human nature* and *an understanding of workers' problems* the *fundamental knowledge* of the *management components* and *you have an unbeatable combination.* Good human relations is not worth anything unless there is *sincerity, fairness,* and *impartiality.* It doesn't come from books. *It comes from the heart.*"

Sometimes a member of supervision will favor college men over men who have not had the advantages of a college education; others wouldn't give a college man a second look

or thought. Some may favor men of one religion over those of another. Some show partiality because of certain political beliefs of the man—all of which is unfair and one sure way of destroying morale within the group. All employees must be treated alike, leaving personal likes and dislikes or feelings out entirely when endeavoring to build better human relations.

Favors or special privileges should never be granted on the basis of personal friendship, religion, fraternal affiliations, or blood relationships. The Chinese say, "The first time it is a favor; the second, a habit."

Lloyd was sales manager of the Blank Real Estate Company. He was well qualified for his job, with one exception. Lloyd was not absolutely fair and impartial with all the salesmen. He had his favorites.

Quite often prospects would telephone or write Lloyd, making inquiries with regard to real estate purchases. These prospects, instead of being fairly and evenly distributed among all the salesmen, would instead be given to Jim and Walt, who were favorites of the boss. They all belonged to the same fraternal group.

As a result of this display of favoritism, Jim and Walt sold quite a lot of real estate. But, unlike the other salesmen, they didn't have to beat the bushes or dig for their business quite so hard.

One by one, salesmen began to quit. New men were hired to replace those who left, but soon some of the newer men began to leave, until a wave of resentment almost engulfed the sales department. They resented the boss's unfairness. This finally resulted in the dismissal of Lloyd and the hiring of a new sales manager.

Harry, the new sales manager, played the game with complete fairness. He had no favorites. Every man received the same treatment. One for all and all for one. Resignations of salesmen soon stopped. Some of the older men who had resigned came back with the firm. Their confidence in the company was reborn. It was the same company, same real

estate, same location, same everything; but there was a new boss who was fair and impartial in all his dealings with all his men.

Regardless of how strict and exacting the supervisor may be, men will respect him if he is fair and always deals the cards on top of the table.

We are not being fair to a worker if we criticize him for poor workmanship when inquiry shows that he has not been properly instructed or that he is compelled to work with poor equipment. When we weigh our employees in matters of pay, we must be most exacting and fair.

Buck and Harlow were inspectors in a large refrigerator plant. Both had been with the company five years and both were doing identical work. When Buck's performance and rating review came up, he was given a ten-cent-an-hour raise. One week later Harlow's review came up and was passed without an increase. Harlow felt that he had not been treated fairly by his supervisor. He turned in a grievance through the union chairman, which went before the subcommittee. When the supervisor was called before the subcommittee, he was rather positive and emphatic that Harlow was not as good an employee as Buck. However, the supervisor's argument was knocked into a cocked hat when Harlow's past progress reports were introduced before the subcommittee and compared with Buck's reports. Both had been given almost exact ratings. Harlow won his case. He was given a ten-cent raise.

Later, when the supervisor was questioned by the foreman as to why Harlow had not been given a raise on his review since his rating was equally as good as Buck's, the supervisor admitted that Harlow had done something which irritated the supervisor the day before his review was sent through.

Supervision should never allow little personal irritations to affect their opinions as to the over-all worth of a worker. It just isn't being fair and impartial. Personal prejudices have no place in modern supervision's bank account of human

relations. Measure the man, nothing else. Leave out personal likes and dislikes.

From the worker's point of view, an ounce of honesty, fairness, squareness, and impartiality outweighs a pound of any supervisor's technical or intellectual know how. Eighty-seven per cent of our success depends on our human engineering, only 13 per cent on our technical knowledge.

A socialite matron up in Canada needed two men to fill out a formal dinner party, so she phoned the commandant of the local Navy headquarters to send up a couple of his staff members. Two enlisted men arrived. She indignantly requested them to eat with the servants.

Next day she phoned the commandant in high dudgeon. "But, madam," he said, "those men were an earl and a viscount."

"Goodness," she gasped, "won't you apologize to them for me and ask them to call again!"

They did call again. They went around to the back door and took her two maids out to the movies.

Too late—the socialite matron hadn't been fair and impartial.

CHAPTER III

YOUR ACE IN THE HOLE

The starting point in all human relations and human understanding begins with the realization that people are different. That realization is your ace in the hole in dealing with people.

Our employees are not machines. We can't turn a switch to start them or press a button to stop them. They never run at the same speed or in the same direction. They have feelings, hopes, desires, dreams, aspirations, likes, and dislikes. They are not made of wood, rubber, or iron. They are living, breathing, thinking beings made of flesh, bone, and blood. They are individuals and they want a boss or manager who will handle them as individuals—not as part of a mass, a mob, or a multitude.

They have homes and families. Some go to shows; others read books. They may play golf. Some may dig in their gardens. They may go to church. They may have hobbies; they have friends just as we have. But they are individuals; they are different—they don't all like or want the same things. Believing that we can handle all people alike is one of man's greatest errors of thinking.

The successful salesman knows that his sales presentation must be a specific and direct appeal to each individual buyer. He knows he must not deal in generalities or make the same identical sales appeal to everyone. He knows one person may be interested in a logical, detailed description of his merchandise, while another may be interested in a vivid appeal to the imagination. He knows one prospect may respond to flattery, while another may rebel. He knows one person may be very talkative, while another may be a sphinx. He knows one customer may be interested in the beauty, quality, ideals, and romance of a product, while another may

want strength, durability, mechanical construction, and ruggedness. He knows people are different and must be appealed to individually.

The late William Wrigley, Jr., the chewing gum king and one of America's greatest salesmen, said, "The one thing which stands out uppermost in my mind as a salesman is the fact that with all the thousands of people with whom I have dealt, they were all different. I have *never* known *two people* who *looked alike*, who *thought alike*, who *acted alike*, or who *bought alike*." Supervision must recognize this fact and take into account these individual differences in order to handle people intelligently. Every worker has a different background, different training, different education, different habits, different family problems, and different likes and dislikes. Therefore, supervision must use the approach of the successful salesman. They should recognize that one worker may be interested in the future of his job, while another may be interested only in what he can gain today. One worker may be sensitive to criticism, another may be as thick-skinned as an elephant. One worker may be very conservative while another may be foolhardy. One may be ambitious, another filled with self-satisfaction. One worker may be open-minded, another closed-minded. One may be observing, another heedless. One may be temperate, another intemperate.

Supervision's job, like that of the salesman, is to recognize the individuality of their workers and to handle them accordingly. Supervision's knowledge of the individual differences results in their getting closer to the workers and enables them to build for better human understanding within the group or department.

We might as well expect to feed successfully the entire nation by making everyone eat cabbage as to expect successful human relations to be developed by handling and treating all people alike.

Not all of us like cabbage. Our tastes, our likes and dislikes, are different. If they were not different, we would all

wear the same kind of clothes, drive the same make of automobile, love the same work, smoke the same brand of cigarettes, use the same soap, and marry the same kind of women. What is one man's dessert is another man's poison.

We must develop and increase our capacity to make the other person's problems our own. We must develop the priceless asset of human understanding by knowing our people as individuals. Every man who comes under our supervision must feel that understanding.

We must know where a person's interest lies in order to handle him as an individual. This is the starting point of human understanding. Many managers of supervision look upon their department or company as representing hundreds or thousands of people instead of realizing that their organization is made up of hundreds or thousands of *individuals—separate human units.* Successful managers realize this fact, which accounts for their outstanding ability to handle men.

George was a young vacuum cleaner salesman who was heading down the road to failure, but he was turned into a valuable employee by the sales manager of a large Los Angeles furniture store. George's supervisor was about to fire him because he was forever in hot water with his customers and other salesmen.

Before approving the supervisor's decision to let George go, the sales manager had a talk with him. He found that George was very depressed because no one seemed to like him. He found George fighting inwardly with an uncontrollable desire to make good but "besieged with fear"—fear of his supervisor, fear of the other salesmen. George had developed a first-class inferiority complex.

"That morning," said the sales manager, "I told George about my first years as a salesman, when I too had been fearful of not making good. I endeavored to analyze fear for him by explaining that fear was only a mental emotion which, if allowed to control us, would destroy us, pointing out that knowledge was the only antidote for fear. With knowledge, came courage and self-confidence. At the same

time, I talked to him about salesmanship and diplomacy; but, above all, *I let him know I believed in him and had confidence in his ability to make good.*

"That afternoon," the sales manager continued, "I talked to George's supervisor and told him what had happened and what I had said to George. I told the supervisor that *all the boy needed was the assurance that someone believed in him.* Within a week, the attitude of the supervisor and the other salesmen changed. This gave George renewed courage. Today, he is one of our most valued department managers."

This sales manager knew how to handle men as individuals. He found George's individual problem. He knew why George was always in hot water. He knew the youth's arrogance was only a coat covering an inferiority complex. He also knew that by building up George's self-confidence and by expressing confidence in his ability to make good he might save him instead of destroy him. He did not consider George as just another employee. He saw him as a separate human unit and handled him accordingly.

When successful manufacturers plan their products which sweep the country and capture the imagination of the buying public, they use one simple formula that anyone can use who deals with groups of people. They figure that if they are to depend upon the satisfaction of thousands of customers they must think of them as individuals. As one customer. There is no exaggeration in visualizing a business as one man or one woman. That is what determines the fate of the business in due time. Not the satisfaction of one person, strictly speaking, but the satisfaction of individual units.

Bruce was a salesman working for a Chevrolet dealer in Chicago. His past sales records qualified him to be classed as a star salesman. But something happened—his sales began to drop. Instead of leading the rest of the sales force as was his habit, he was hitting an all-time low. Every good salesman will go into a sales slump for short periods of time but not for sixty days, as Bruce did.

Bruce's sales manager knew how to handle men. He

knew that Bruce was proud, that he liked the finer things in life—a good home, fine clothes, good food, and plenty of money. He knew Bruce loved his wife and wanted her to have the best of everything. But he also knew, by watching Bruce every day for sixty days, that something had happened. However, he wasn't able to put his finger on the trouble, so he decided to have a talk with Bruce.

The next morning he asked Bruce if he and his wife would come out to his home for dinner that evening. This was the first time they had been in the boss's home.

After dinner the boss asked Bruce if he would like to go down in the basement and look at his hobby. Bruce said, "I sure would. You know, boss," he continued, "I've never had a hobby, but I've always wished I had. It seems that all I do is work, go home, eat, and sleep."

Right there the lock of Bruce's closet of troubles was broken and the boss knew it. Bruce had gone stale—had lost interest for want of some new mental stimulant. The boss's hobby was wood turning. In the basement he had a small but very complete shop for making anything from wood. All the end tables, coffee tables, bookcases, and hall chairs upstairs had been built in this little basement shop. Bruce was thrilled and surprised at the boss's unknown ability to work with wood. He felt closer to the boss—he felt he knew him just a little better than any of the other boys.

When Bruce and his wife left, the boss put his arm around him and, turning to Bruce's wife, said, "You know, Ruth, I consider Bruce the best salesman in our business, but I believe you and I must help Bruce find a hobby as an outlet for his excessive mental energy. I don't want all work and no play to make Bruce a dull boy, and a hobby can be his play."

At the office next morning Bruce was bubbling over with enthusiasm. He told the boys about the boss's wood-turning shop. Although he had never been interested in wood turning, he was interested in miniature coaches and wagons, and by golly, he was going to build them.

Well, it took money to do what Bruce wanted to do. The only way he could get that money was to sell automobiles, and he did, with a vengeance. He broke all the sales records of the past; he had an objective, an incentive. He was no longer bored. Not only did he break sales records but he also built miniature coaches and wagons. He built them so well that within two years his hobby had developed into a business. He had found his real love.

The sales manager's handling of Bruce as an individual not only kept a good salesman from failure as a salesman but completely revolutionized his life. The important point to remember in the sales manager's handling of Bruce is not the details of how the problem was solved. Remember, instead, that the sales manager gave his personal attention to Bruce as an individual. He might have taken Bruce bowling or to lunch or handled the details a dozen different ways and have reached the same result. So don't think just because you may not have a hobby or a beautiful home that you cannot solve similar problems. You can if your approach is a personal one and handled as befits the individual involved.

Carlyle said, "A great man shows his greatness by the way he handles men." Any fool can break a man, but it takes a real man to make one.

Because most men play a part and endeavor to conceal their real nature, thoughts, and emotions, the most reliable clues are often those which can be secured without their knowledge.

David was playing poker with a group of friends from the plant. This was the first time David had played with them. Jerry, one of the players, raised him every time he had a better hand than David. But Jerry never called him when David had him licked. After the game, David asked Jerry how he did it. "Oh, that's easy," said Jerry, "because I noticed that whenever you really had a good hand, you would push your chair back from the table—just a little, and kinda relax."

Here was a poker player who had the power of observation working in high gear. *He studied his man* and *handled him as an individual*, even in a game of poker. He secured his knowledge of David's individual nature and emotion without David's being aware of it.

Tom was always in trouble at school. His deportment left much to be desired. After being kept after school three days within a week for misbehaving during class, Tom was sent to the principal. The principal knew boys. After talking with Tom for a few minutes about things not related to his behavior in school, the principal came to the conclusion that there was nothing seriously wrong with the boy except that he had a high degree of pep and domination smoldering inside, which, when it did break forth, resulted in getting Tom in a jam. After talking with him about the importance of correct classroom behavior, the principal sent him back to his class.

During the study period the principal sent for Tom's teacher and suggested that in order to help Tom overcome his bad-behavior record she might try giving him some responsibility, such as making him class monitor, responsible for the classroom conduct of all the students. This was done —resulting in an overnight change in Tom, who needed responsibility as a balance for his excessive domination. Not only did Tom's deportment become something to be pointed out with pride, but the entire class, dominated by Tom's serious assumption of his responsibility, won the school trophy for the best behaved class for the year.

Incidentally, Tom grew into a fine man. Today he is one of America's most successful United States Senators. Much credit goes to the school principal who gave Tom a good dose of individual handling.

Sometimes a supervisor can do and be all the things expected of him by his workers but still have certain unsatisfactory human relations problems. There may be some individuals in his group who fail to react according to the rules of human behavior, such as the faultfinder, whose con-

stant faultfinding is as upsetting to his fellow workers as it is to the supervisor; the self-centered individual who is only interested in himself; the chatterbox who would rather talk than work; the lazy person who just can't get off the dime; the perpetual youth who continues to indulge in horseplay; the buck passer who always blames someone else for his mistakes; the gossipmonger who tries to win favor by whispering to the boss.

All these human problems are the responsibility of the supervisor. Each is different from the other and must be handled individually. One man may work better after a word of praise; another will relax his efforts or obtain an exaggerated opinion of his importance as a result of the same handling. One worker is able to grasp instructions the first time he hears them; another learns slowly and yet may eventually turn out to be the same reliable man. One worker can experience social relationship with the supervisor and yet not forget the next day who is boss; another will always take advantage of the boss's social friendliness.

Therefore, the supervisor must study each one of his workers as an individual. Each is a separate problem to be solved. What works with one man may not work with another.

Bill was a traveling representative for a large Minneapolis flour mill, but he had one weakness: he was supersensitive. Every time Bill's boss found it necessary to correct a mistake, he took this individual difference into consideration. Instead of giving Bill a good lashing, he would start off by complimenting Bill on something he had done in the past, then wind up by asking Bill if he didn't think so and so and such and such could have been handled better if this or that had been done. The boss always got his point across with Bill by this method of handling. If he had not considered this individual difference he would have cut Bill's heart out by criticizing him, and Bill would have been absolutely worthless on the job until he had gotten over his hurt. Sen-

sitive people are like that. They can't throw off criticism as easily as a thick-skinned person.

Nature doesn't cast from a mold; nature is an artist. She never repeats herself; she doesn't produce two things exactly alike. Her trees never bear the same number of leaves. Her plants never grow two fruits that exactly match. They all require different care. Some need a great deal of water and sunshine. Some do not need so much. Being very prolific and resourceful, nature puts a dash of individuality into everything she creates—especially man, the masterpiece of individuality.

CHAPTER IV

USE A BATON—NOT A CLUB

Management at all levels, from the president down to the supervisor, has frequently been accused of using the "big stick" over the worker. This criticism has come not from the professional critics of industry but from the workers themselves and from minor executives who have received bossing and driving from their supervision. Therefore, industry today, more than ever before, needs leadership. *Workers want a boss who uses a baton—not a club. They want to be led—not driven.*

The supervisor who depends only on authority of title and strict and rigid discipline for control over his men is not a leader—he is a driver who parades his authority before his men in everything he does. In giving orders, in distributing work, in recognizing the efforts of his men, he always emphasizes the difference which exists between the supervisor and the workers. He creates a human relations chasm for which no bridge exists. On one side are the men with their natural human desires; on the other side is the supervisor, separated from the members of his group more by an egoistic opinion of his own superiority than by anything else. He believes he is paramount to his men. If they make mistakes, he blames them but does not correct them. His attitude is summed up in the words, "He tells them what to do, and if they don't do it right, they can take the consequences. I am boss." He is more interested in preserving his own feeling of superiority than he is in building better human understanding and enthusiastic cooperation among men.

Men do not respond readily to this treatment. They may submit to it, when obliged to by the force of circumstances, but they will be working against their will, and production without eagerness is always expensive.[1]

[1] Tead, Ordway, "Human Nature and Management," McGraw-Hill Book Company, Inc., New York, 1933.

Men who are forced and driven soon become dull and stagnant. They are never aroused to cooperative activity by using a vocal whip.

Magellan, the historically infamous Portuguese explorer, on his journey to find the spice islands several times almost became the victim of mutinous murder at the hands of his men because he arrogantly bullied, whipped, starved, drove, and killed members of the crews of the five ships under his command. He was finally killed by the inoffensive natives of the Philippines at Cebu, when, instead of endeavoring to be friendly with them as their canoes approached his ships, he ordered his men to fire on them.

The first rule of leadership is to act in such a manner that men under our command will recognize us as being one of them. This recognition comes through the humane leading of men, not through an arrogant driving which results in becoming strangers to our own men.

The supervisor who is too conscious of his superiority and authority soon becomes a stranger to his men. They will feel that he is not working on the same level with them. He makes none of the gestures that unite men with men. They want to respect him, and they will not follow him unless they do. They must be sure of him. A supervisor cannot earn respect, inspire loyalty, and win the unselfish cooperation of his men if he holds himself aloof by word or deed or implication. Many workers, in praising their supervisor, speak of him as a "regular fellow," "a swell guy," "he's 100 per cent," "a good Joe," and what they mean is clearly understood.

"A leader," says Webster, "is one who leads, conducts, or guides by having won confidence, respect, loyalty, and cooperation."

We recall the Aesop's fable which related to the argument between the Wind and the Sun as to which was the stronger. Noticing a traveler coming down the road, the Sun said, "I see a way to settle our argument. Whichever of us can

make the traveler remove his coat shall be regarded as the stronger. You see what you can do."

So after the Sun had retired behind a cloud, the Wind began to blow. But the harder it blew, the closer the traveler drew his coat around him, until at last the Wind gave up.

Then the Sun came out and shone in all its glory. The fury of the Wind had not been able to make the traveler remove his coat. But the kind, warm, soothing rays of the Sun caused the traveler to remove his coat of his own free will.

"Do what I want you to do or I'll blow you off the face of the earth," didn't win the traveler's cooperation for the Wind. But the kind, warm, soothing rays of the Sun did.

The days of "Mutiny on the Bounty" are gone forever as far as good human relations are concerned. The tactics and methods used by Captain Bligh have passed.

An old proverb gave us this thought: "A man convinced against his will is of the same opinion still." Yet some supervisors still believe the only way to get workers to do what they want them to do is to drive them. The "Get going. I'm boss; you'll do it my way or else," method will erase the supervisor from the business map faster than any other mistake he might make.

People are not slaves—they are human beings made up of thoughts, hopes, impulses, desires, prejudices, and aspirations, which may be nothing more than a confused jumble until organized and made effective by the conscious power of an earnest, concentrated purpose developed only by fair, honest, impartial humane leadership.

Clyde was a foreman of the old school. He was tough and wanted everyone in the department to know he ruled with an iron hand—none of this so-called, new-fangled human relations for him. He had a job to do, and, with sleeves rolled up, fist doubled, and a scowl on his face, he intended to get the job done.

In a campaign to reduce scrap and rework, Clyde adopted his usual procedure: talking out good and loud the first time

a worker made a mistake so that all the other workers in the department would hear his roar. But the second time a worker made an error, Clyde really lowered the boom, giving the worker a verbal broadside with all guns roaring.

These tactics resulted in an ever-increasing amount of scrap and rework. Clyde's workers were nervous, their minds were jumpy, and they were afraid—afraid of him. But several weeks ago, when one of Clyde's best mechanics picked up his tools and quit right on the spot while Clyde was giving him a tongue lashing for having made a mistake, some of the other fellows worked up courage and they too quit their jobs. Finally Clyde found himself with only a corporal's guard to get the work out. He ranted and raved and alibied to the superintendent, "What's the matter with people? You can't get good workers."

Clyde didn't need good workers; he had had plenty of them, but the workers did need a good boss. What Clyde had failed to realize was that the mistakes the workers made were his own fault and responsibility because "if the worker hasn't learned, supervision hasn't taught." Clyde was unaware of the fact that men will follow a leader through hell and high water—but never a driver.

The supervisor who is successful in handling people never says, "Do this" or "Don't do that." Instead, he says, "Let's try this method" or "Don't you think this will work better?"

More than any other animal, a mule knows less when you try to force him, but he knows more when he wants to know more. When treated right, he is intelligently industrious; but when treated like a mule, he is ignorantly stubborn and brainlessly balky. Every man is more or less a mule; otherwise, we wouldn't carry the load. But when handled right, we help lift the load as well as carry it.

Gold mining and good men are much alike. The deeper you dig into their value, the more values you find. Get acquainted with your men; lead them—don't drive them.

H. Gordon Selfridge, a well-known London department-store executive, had in his office a plaque which read:

INDUSTRY NEEDS LEADERS—NOT BOSSES

The boss drives his men—*the leader coaches them.*
The boss depends on authority—*the leader on good will.*
The boss inspires fear—*the leader inspires enthusiasm.*
The boss says "I"—*the leader says "We."*
The boss fixes the flame for the breakdown—*the leader fixes the breakdown.*
The boss knows how it is done—*the leader shows how it is done.*
The boss makes work a drudgery—*the leader makes it a game.*

A successful salesman is a good salesman only when he can get the prospective buyer to do what he wishes him to do without knowing it. The same principle applies on the production line. You are a leader when you can get workers to do what you want them to do without their knowing that you got them to do it. You will be surprised how much more easily you get things done if you apply principles of salesmanship to your job of handling employees.

The late Arthur Brisbane said, "All the world is a store. All the people in it are salespeople. Every human being is trying to transfer an idea from his head into some other brain. That is the essence of salesmanship." This is also the essence of good foremanship. *Sell them* on doing what you want them to do; throw away your whip of authority; use the baton of salesmanship.

Bullying, threatening, domineering, driving, and forcing men will only tend to damage the employee's sense of self-importance and self-confidence. If there is one thing that stands out in the study of men, it is this: *every individual wants to maintain his feeling of self-importance.* Not only that, he wants others to recognize his importance too. If the employee feels his self-importance threatened, he may set up defenses, such as stubbornness, moodiness, or even violence. Finally, failure to have his individual worth recog-

nized may cause a complete collapse of self-confidence. Wise supervision will encourage men to build up confidence by respecting them and treating them as human beings. The supervisor who is courteous and considerate of his men will find them to be more willing and loyal.

Amos Parrish said:

> The most precious thing anyone, a man or a store, anybody or anything, can have is the good will of others.
> It's as fragile as an orchid and as beautiful.
> As powerful as a great turbine and as hard to build.
> As precious as a gold nugget and as hard to find.
> As wonderful as youth and as hard to keep.

Authority alone will never make people do what we want them to do. Any success we have in life comes to us through the efforts of others. No man succeeds unto himself alone. Your workers are a reflection of your leadership. Therefore, good will and leadership are your greatest authority.

When the boss uses such statements as "*I* went over the production schedule this month," "*I* am going to make this the best department in the company," "*I* did this" or "*I* did that," "*I'm* going to do that," "You do this" or "You do that" he is treading on dangerous ground. If the department went over the top in production or if the department becomes the best department in the company, it is due to the combined efforts of all its workers, not just one; therefore, "We did it," not "I."

Hannibal, before he was thirty years old, decided to cross the Alps and attack Rome. His advisers said it couldn't be done. Hannibal replied, "We will either find a way or make one," and they did.

Hannibal was a leader. He showed his followers how. He led them over the Alps; he didn't drive them over. He didn't say, "I will find a way." He said, "We."

The driver says, "Hey, you, get off the dime, get going." "Get the lead out." The leader says, "O.K., boys, let's go." "Come on, gang; follow me."

A willing bird flies farther than a thrown stone.

"Leadership," says Ordway Tead, "is the name for that combination of qualities by the possession of which *one is able to get something done by others chiefly because through his influence they become willing to do it.*" [1]

Charles Schwab had a mill manager whose men weren't producing their quota of work. "How is it," Schwab asked, "that a man as capable as you can't make this mill turn out what it should?"

"I don't know," the man replied. "I've coaxed the men; I've pushed them; I've sworn and cussed; I've threatened them with damnation and being fired; but nothing works. They just won't produce."

This happened near the end of the day, just before the night shift came on.

"Give me a piece of chalk," Schwab said. Then turning to the nearest man, he said, "How many heats did your shift make today?"

"Six."

Without another word, Schwab chalked a big figure "6" on the floor and walked away. When the night shift came in, they saw the "6" and asked what it meant. "The big boss was here today," the men said. "He asked us how many heats we made, and we told him six. He chalked it down on the floor."

The next morning Schwab walked through the mill again. The night shift had rubbed out "6" and replaced it with a big "7." When the day shift reported for work, they saw the big "7" chalked on the floor. So the night shift thought they were better than the day shift, did they? Well, they would show the night shift a thing or two. They pitched in with enthusiasm and when they quit that night, they left behind an enormous, swaggering "10." Things were stepping up. Shortly, this mill that had been lagging behind in production was turning out more work than any other mill in the plant.[2]

[1] Tead, Ordway, "Human Nature and Management," p. 149, McGraw-Hill Book Company, Inc., New York, 1933.

[2] Carnegie, Dale, "How to Win Friends and Influence People," pp. 205–206, Simon and Schuster, Inc., New York, 1937.

This is the principle of leadership. Instead of pushing, coaxing, swearing, and threatening, Schwab threw down a challenge—an infallible way of leading men of spirit.

The successful leader is an individual with strong physical endurance, who has a complete knowledge of his business and is not afraid to attempt more in order to achieve more. He has a capacity for hard work, stick-to-itiveness, and perseverance. He watches every move made by the worker and is able to say the right thing at the right time and knows the reasons for doing so. He concentrates on planning his work, is filled with courage, and will not allow himself to slumber mentally during working hours. He will always tell the truth and will not overpromise or underpay a worker. He has confidence in himself, his workers, his firm, their products and policies. He is working for the love of his work as well as for money and will talk shop whenever given half a chance. He is loyal to his boss, his employees, and his responsibilities. He appreciates that effort alone can bring improvement and that progress is attained through struggle. His ideas are constructive and not destructive. His determination is strong in overcoming difficulties, and he will strike out for himself, take the lead, and seize every opportunity to advance. His language is excellent and his voice cultivated. His posture and appearance leave a strong, positive impression on others. He has a sympathetic understanding of the other person and his problems. He possesses a definite objective and has a burning, conquering determination to reach that objective.

CHAPTER V

THORNS IN THE CROWN OF HUMAN RELATIONS

Management and men work together with greater harmony when they have confidence in and respect for each other. The boss or manager who respects his men and who, in turn, solicits their respect will always keep his promise.

Supervision's word of honor is the crown of all human relations. Men have been known to go through hell and high water because of their belief in other men. Witness the continuous fighting of the Filipino guerrillas against the Jap aggressors because of their belief in General of the Army Douglas MacArthur's promise, "I will return."

The thorns in our crown of human relations are our broken promises. One act of unfairness on our part, such as a broken promise, may be all that is required to start a controversy damaging to our entire group or department. Broken promises may cause men to lay down their arms of respect, confidence, and belief, which we must have in our fight for better human relationship between management and men.

"A few years ago," says Basil Harris, "one of our ships was sailing for California. I was on the pier when someone sidled up to me and said, 'She's a hot ship.'

" 'Why?' I said.

" 'Because of a scab engineer,' the man said.

"Well, three of us from the downtown office got hold of three union men and we sat down at a table and started arguing," Harris continues. "We were getting nowhere fast when the door opened. Two men I'd never seen before came in. A union man near me said, 'Hello, Joe.' I got up, held out my hand, and said, 'Are you Joe Curran? I'm Basil Harris.' We shook hands. Joe Curran, head of the National Maritime Union.

" 'What's the trouble?' he asked.

" 'Well, we've got a man aboard ship that your man insists is a scab,' I said. 'As far as I'm concerned, he's not. He doesn't belong to your union, but when your union struck, we told him to stick with the ship and we'd stick by him. If I pull that man off the ship my word is no good. No one could be blamed for not accepting my word from now on.'

"Joe Curran looked at me, then looked at the men who were all staring at him.

" 'O.K., boys,' he said, 'sail the ship!' "

Harris won because he had a reputation for being a man of his word. He kept his promises.

Tomorrow's supervisor will be judged primarily on his ability to win cooperation of his men as a wise, fair, honest, considerate, man-of-his-word leader. If any supervisor fails here, he will be through. Somebody else will take his place.

We have little confidence in the salesman who promises us twenty miles to the gallon, when we find, after buying his car, that we get only eighteen miles to the gallon.

The son has little confidence in the father who promised him a new car on his graduation day if he would refrain from smoking until that day but who failed to keep his promise.

The department head promised the superintendent he would have the job finished Friday, but when Friday rolled around, the order wasn't finished. How do you think the superintendent felt?

Paul was a supervisor in the assembly division. He promised Harry, one of his employees, a higher rate of pay, effective next month; but Paul promptly forgot his promise. When Harry reminded him of his promise, Paul said, "Quit your beefing; I tried to get your raise put through, but the big boys upstairs turned it down. You know how top management is about those things sometimes, but I did the best I could." Let's analyze this human relations problem and see if Paul did the best he could.

In the first place, he made a promise to a worker before he

knew whether or not the promise could be kept. That's the first mistake. Then he blamed it on top management. Who in the name of common sense is management in the eyes of the workers? It's their immediate boss and no one else. So the second mistake Paul made was passing the buck. This case resulted in Harry's losing confidence in his boss for failure to keep his promise. He lost respect when the boss passed the buck to someone else.

Paul should not have made the promise in the first place until he knew for certain that the raise would go through. But, inasmuch as he had promised the raise, he should have talked with Harry and explained why he was unable to keep his promise; then he would have kept Harry's confidence and respect.

No member of supervision can afford not to have the full confidence and respect of his workers. It's just good human relations.

Sometimes it may be easy to let our enthusiasm run away with us, perhaps causing us to make promises that may not be easy to keep. But the wise man knows that he develops better human understanding by understatement rather than overstatement.

Paul G. Hoffman tells of his first meeting with John Studebaker. Hoffman had won a national sales contest and, as a reward, was given a trip to the Studebaker factory at South Bend, Ind. Hoffman was introduced to John Studebaker, who said, "Paul, there is one thing a man should always remember when dealing with people—always deliver more than you promise."

Paul Hoffman never forgot this bit of advice, and he went on to become finally president of the Studebaker Corporation. Paul Hoffman never made a promise he did not feel sure of keeping.

If you promise a worker an increase in pay—give it to him. If you promise him a Saturday off—give him the day off, regardless. If you promised the boss to have a certain job finished at some specific time—have the job finished at the

time promised, even though it may require working long extra hours in order to keep your promise. Your reputation as "a man of his word" is worth too much to be thrown away on loose promises.

One of the first things the successful sales manager drills into the salesmen is "Don't exaggerate—the facts are big enough. Don't promise anything, no matter how small, unless you can deliver. Don't lie."

No one likes the high-pressure salesman who promises anything and everything in order to get our business. The service station man who tells us our car will be ready at four o'clock loses our confidence, respect, and business if we have to wait until five o'clock.

If the radio salesman tells us our monthly payments will be $10 per month, we want them to be $10, not $10.20. If the clothing salesman tells us the shirts won't shrink, we don't want them to shrink. If they do shrink, we never again buy shirts in that store.

If our wife promises to sew a button on our brown suit, we don't want to take it out of the closet next week, expecting to wear it, and find that the button hasn't been sewed on. If Daddy promises to bring little Johnnie a candy bar tonight, he'd better not go home without it because Johnnie won't forget.

Supervision must not fool themselves into thinking the worker will forget or has forgotten his promise. Such is not the case. The employee always remembers a promise, especially the one which was broken. Broken promises, like chickens, always come home to roost.

Any statement not founded on fact should never be expressed.

Sam got home Sunday morning after a Saturday night "tear." His wife was just getting ready for church, so she decided to take him along and, in his weakened condition, he agreed.

The moment the parson got over the surprise of seeing Sam in church with his wife, he immediately sensed the

chance to save a soul. He really directed his whole sermon toward Sam and the net of the sermon was:

"Boy, ef yo' don' mend yo' ways, ef yo' don' stop messin' round, ef yo' don' give up throwin' dem bones, ef yo' don' quit dat co'n likkah, ef yo' don' follow in de ways of de Lawd, Boy, yo' gonna go to hell! Yo' gonna fry! Yo' gonna boil in deep fat fo' all eternity! Yo' gonna sizzle!"

The parson kept repeating this fundamental thesis, expecting that any time Sam would "hit dat trail" and "come up front" and "give his all to de Lawd."

But Sam sat tight.

After the sermon the parson went down to do a personal selling job on Sam.

"What's de mattah wid yo', Sam?" he began. "Don' yo' know dat ef yo' don' give up dat demon rum, dat ef yo' don' stop messin' round, dat ef yo' don' mend yo' ways yo' gonna fry? Yo' gonna burn? Yo' gonna sizzle fo' all eternity? Why didn' yo' come up front?"

"Cahse ah jes' don' believe it," said Sam.

"What?" exclaimed the surprised parson. "Yo' don' believe it! How come yo' don' believe it?"

"Well," drawled Sam. "Ah jes' don' believe the human constitution could stand it."

It isn't necessary to make incredible statements in order to get people to do what we want them to do. If the parson had shown Sam how he would profit by mending his ways, he might have convinced him. But the parson's story was too incredible to Sam.

The only safe rule to follow is—make few promises—only those you know can be kept—then keep them.

The world is holding a magnifying glass over all of us, trying to prove us inconsistent. If we act on the basic principles of truth, we won't be caught in a contradiction. We must be men of our word; this is the only sound way to build character. If we make a promise, public or private, we must be sure to do what we promise. If we commit ourselves to a

program, we can't withdraw until we have reached the stated goal.

When we keep our promises we soon become known as "a man who delivers." There are so few people in the world who actually deliver that the ability to deliver and unimpeachable character are inseparably connected in the eyes of man. The man with character has no alibis or excuses; once engaged in a course of action, all he knows how to do is to deliver what he promised, to do the thing that has to be done regardless of the circumstances, the obstacles, or the desertions of associates.

We must keep our promises to ourselves just as faithfully as our promises to others. We should be careful about what we promise ourselves. But when we do make a vow or promise that affects only ourselves and our own actions, we must never fail to keep the promise.

If a man promises himself to quit smoking, he should quit. If he promises himself to enroll in special training classes, he should enroll. To break a promise to ourselves is ruination of our self-respect. Once we cease to believe in our own character, our character begins to disintegrate.

If the supervisor finds things not going so well in his department and is searching for the cause, perhaps he should look in the mirror and if he doesn't see the answer reflected there, perhaps he should take another look.

CHAPTER VI

LET THEM LOOK AT THEIR FUTURE

Successful men are far more careful than most men in dealing with people. Successful managers take many precautions in an effort not to hurt or injure men which supervision of a lesser caliber neglects. They do not push men around as though they were so many bags of sand or pieces of iron. They do not make changes with men until such contemplated changes have first been discussed with the men and they are sold on going along with the changes. They give the worker a road map of those things which affect him. They tell him in advance. They let him look at the future plans which affect him before plans are made effective.

Management talks of wanting men to have enthusiasm, spirit, loyalty, confidence, respect, and faith in supervision and the company; but how can management be consistent when some of them violate the most important rule of good human relations—when they force moves on men without first discussing these changes with them.

Every worker has the right to know what and why changes are being made with him prior to their being made.

Human beings resist change, especially change that affects their daily lives or routine, because men are creatures of habit. When a worker becomes accustomed to doing something a certain way, he does not like to be uprooted unless he believes that he will profit from the change. This is a universal characteristic. We are all that way—some more, some less. Once a habit is formed, it is hard to change.

Habit is to life what rails are to a railroad train. The train runs where it ran before. Therefore, it is safe to assume that the worker will resist change unless he is prepared in advance for it.

When the employees came into the electrical department of a large western aircraft plant on Monday morning, they were amazed. Over the week end, their department had been completely changed. It didn't look like the same old department.

The new arrangement was much better. It saved a lot of backtracking and was laid out much more efficiently; it permitted a better flow of work through the department.

Most of the ideas for the improvement had come from the foreman of the department. But he had made the mistake of saying nothing to the employees in advance of the change being made. No wonder they were surprised and sore.

When they began to ask "How come?" "What's the big idea?" "How does this affect our rates of pay?" "Why was it necessary?" "Who did this?" "Why hadn't we been told?" the foreman soon found himself buried under an avalanche of resentment.

The employees were not happy. They were disturbed by the change. Complaints were registered. Nothing the foreman could say seemed to satisfy them.

Before they could be sold on the idea, a two-hour session with the superintendent was required. He agreed that they should have been let in on the plan in advance, and then he went into considerable detail in explaining all the reasons for the change. They finally went back to work, but only half-convinced, and it took a long time before they became a fully cooperative group.

This entire controversy could have been prevented had the workers been taken into the foreman's confidence. How much better it would have been if he had asked for suggestions on how the work of the department might be made easier, simpler, safer, and more efficient by some rearrangement that would cut down the extra handling, lifting, and backtracking. If he had secured their cooperation, they would have felt that the plan was partly theirs and would have willingly gone along with the change. Instead, the foreman stirred up their opposition to a plan which was not only

good but to their benefit, by not telling them in advance of a change which affected them.

If you expect your workers to cooperate with you, you must take them into your confidence.

Harold was in charge of sales training for a Detroit department store. He had been responsible for all training activities. He had a hard-hitting, highly specialized, capable, and well-organized staff under his direction.

Harold went out of town for a week. Saturday, when he returned, he was called into the general manager's office and told that he was being transferred to another division that would take over the training activities. Effective Monday, he would report to Mr. Blank, the new director of sales training.

Harold questioned what, when, where, why, and how the change was brought about. He was told that management had been considering the change for quite some time; it was part of the company's plans that took in the consolidation of certain functions tending toward smaller and more compact units.

It doesn't take a mental giant to figure Harold's reaction. He had always been led to believe that he was doing a good job. He also knew that the new director of sales training had had no previous training experience. Consequently, Harold was mentally confused and hurt, and in one hour he lost all his loyalty, faith, and confidence in the organization. His ambition was killed and his respect for the boss disappeared.

Harold figured, and rightly so, that if the change had been contemplated, and if management had been working on it for quite some time, and inasmuch as he was in charge of sales training, he should have been called in and consulted about the change. Why wasn't he allowed to express his thoughts? Why was his future with the company laid out, planned, and decided upon without his having anything to say about it? It just didn't make sense.

If Harold had been told what the change was all about before it was made, why it was necessary, who would be in charge, when the change would be made, how it would affect him, he might have gone along with management's thinking; but handled as it was, Harold, to save his own self-respect, resigned. Although he made an excellent connection with a competitive firm, his attitude toward his former supervision and the company was not one of good will.

Other members of the sales staff, not being informed as to all the whys and wherefores of the new setup, became very indifferent toward the new training program and made it extremely difficult for the new sales training director. The handling of this situation is a masterpiece of what not to do.

How can a firm expect loyalty when the firm itself is not loyal?

Thomas Edison said, "Problems in human engineering will receive in the future the same genius which has been given to engineering in more material forms during the past century."

Hazel was a riveter in a large western aircraft plant, working the day shift. When she reported for work Thursday morning, her supervisor told her rather bluntly that she was being transferred to the graveyard shift. When Hazel questioned the change, she was told, "It's orders from the top—we need more people on the graveyard. Take it or leave it." Hazel left it.

Hazel's husband was fighting Japs in the South Pacific. She had two children to care for. Being unable to secure anyone to care for the children at night, she could not work the graveyard shift. She soon found work in another plant, so her problem was solved. But her attitude toward her former supervision and the company was very bitter.

Other employees in Hazel's old department quit because they had been badly handled by supervision; so instead of improving, matters went from bad to worse. Supervision not only failed to obtain enough workers for the graveyard shift, but soon became short of man power in the day shift.

What supervision failed to recognize in handling this case was that each employee should have been handled individually; facts and information as to whom the change would affect—their lives, their homes, and their daily routine——should have been considered. Then those individuals most likely to be the least affected by the change should have been talked to separately and each worker told what the change was, why it was necessary, who was to be transferred, when the change would be made, and how it would affect the company and the employee.

The attitude of "take it or leave it," with no thought being given to the effect changes may have on the workers' lives, does not build good human understanding.

As well as being kept informed of changes which may affect him, the worker also wants to be kept informed as to company policies, production schedules, and company aims and objectives.

"I hear they are cutting production," someone said. "The works manager is going to quit." "Five hundred employees are going to be laid off." "They are going to shut down Plant 4."

"My sister goes with a boy whose father works for a man, who has a cousin, who has a sister, who is engaged to a man, who knows the office boy, who said," etc., etc., etc.

Rumors, yes, but what started out as a whisper may soon develop into a full-scale barrage. Workers buttonholing other workers to get the low-down. Hours, days, and weeks of worry, unrest, and uncertainty prey upon the minds of the workers, affecting their quality of work, slowing down production, destroying their confidence, faith, initiative, and ambition.

The workers wonder "Will the cut in production affect me?" "Will I be laid off?" "What's going to happen at home?" "How will Mary take it?" "How am I going to keep up the payments on the new home?" Because supervision did not keep them informed, a rumor was allowed to destroy the morale of the workers.

There is a classic story of Bert, the oil man, who died and went to heaven. Arriving there, he knocked at the gate. St. Peter opened the gate and asked him to enter. They sat down while St. Peter went over his record. St. Peter learned that Bert, while on earth, had been in the oil business in Tulsa.

"I'm sorry," said St. Peter, "but our quota of oil men is filled and there is no room in heaven for any more."

Bert, in deep thought, started to leave; then turning to St. Peter, he said, "You know, St. Peter, my mother died when I was quite young and I tried to live the right kind of life on earth, thinking that someday I would be able to come up here and live the balance of eternity with her, and to be perfectly honest with you, I am terribly disappointed."

St. Peter said, "I am sorry, but heaven is full of oil men now and there isn't room for any more."

Bert said, "St. Peter, I would like to make a deal with you—I have an idea. As long as there are too many oil men in heaven, maybe you would let me come in for twenty-four hours. Perhaps I could get rid of a few of them; then maybe you could find a place in heaven for me."

St. Peter again looked over Bert's record, compared it with some of the oil men in heaven, and said, "Well, your record is really outstanding. I'll go along with you on that proposition for twenty-four hours."

Bert started down the streets of heaven. He came upon a man dressed in overalls which were covered with oil and grease. Bert stopped the man and said, "Looks like you were an oil man."

The man said, "Yes, I was in the oil business in Texas."

The two of them talked oil for a few minutes and when they were about to part company, Bert said, "Now keep this under your hat—don't tell anyone, but I hear they just struck a gusher in hell."

The next morning St. Peter called Bert in and said, "I don't know what you did, but there are no oil men in heaven; they've all gone. See that house over there?" St. Peter con-

tinued. "That is the nicest house in heaven, and I am going to give it to you and your mother so both of you can live the balance of eternity there together."

Bert scratched his head and said, "Well, St. Peter, I appreciate it. It's really awfully nice and very kind of you, but I've been thinking this thing over and I'm going down to hell because there may be something to that rumor."

Rumor, like any story of imagination, if repeated often enough, is soon taken as fact, even by the person who started the rumor. Rumors can and will cause trouble. Kill them immediately by giving the workers the facts and keeping them informed.

"Treat them rough and tell them nothing" is an old-fashioned slogan that is still far too popular.

Organizations that appreciate the necessity of good human relations make every effort to keep the workers informed as to company policies, objectives, future plans, and financial conditions. They endeavor to build cooperation and develop enthusiasm by taking the workers into their confidence and feeding them on facts, not rumors.

The sales manager tells the salesmen what the sales were last month, what they are aiming for this month, what new accounts have been opened, how they stand with their competitors, who leads the sales force, when the new advertising campaign will break, why the company does not build more of the model X, and where competition is giving them their toughest fight.

The works manager tells the superintendent, who tells the foreman, who tells the supervisor, who tells the workers what the production records were during the past week, when the company will start installing new features in the product, how production cost compares with past weeks, why there is need for more and more and greater and greater quality of workmanship, the effect of poor quality on the sales market, where the production stands in relation to those of competitors, who has the highest record on safety, quality, cost, attendance, elimination of scrap.

The worker is just as interested in the business as the boss. He wants to know what is going on. He wants to know the reasons for certain requests and certain orders that are given. He wants to be shown why certain contemplated changes are necessary. Don't let him get his information by way of the rumor route, which as a rule is not accurate. Don't inform the worker just every so often—do it regularly. Plan to have something to say to the worker about the business at least once a month. Take him into your confidence.

Walter was president of a large Ohio corporation. Two days before New Year's, Walter had all employees stop work and all machines shut down so he could address the employees over the loud-speaker system. He gave a beautiful talk, all about the needs of the Army and the Navy for more and more war materials, all about the work that had been accomplished during the last year. Then he ended his talk with a plea for all employees to be on the job and put in a full day's work on New Year's Day.

The reaction of the employees was "Ah, nuts, the only time we ever hear from him is when he wants us to do something." "Why doesn't he let us know what's going on?" "Why doesn't he tell us what the company's plans are for the future?" "Why doesn't he keep us informed as to how we are doing as compared with other war plants?" "Why doesn't he tell us how our war materials are performing on the battle fronts?"

The worker wants to be respected and trusted—he wants to be taken into the boss's confidence. He needs to be filled with enthusiasm, fired with a belief based on knowledge that he is working for the best company in the world.

We must continue to look for more success in the administration of our human relations policies. We must realize that mutual understanding and cooperation are essential to our success and progress. Recent experiences have taught most industrial organizations that sound public relations are important to the success of business, and no company can afford to let public opinion crystallize without an honest

effort on the part of management to blend into it the merits of business, its needs, and its contributions to the national economy.

While the guidance of public opinion is not the immediate objective of any industrial organization, it is true that the better its personnel is fortified with and believes in the facts about its business, the better informed will the public become. Public opinion, after all, is but a composite of individual thinking, and the thinking of our employees and their families on a basis of facts can be an influence for untold good. Therefore, our first duty to our employees is to keep them informed—informed not only of changes which may affect them, but informed as to the facts and policies of our business.

CHAPTER VII

MENTAL MACHINERY NEEDS OIL—NOT SAND

The most important thing to any man is his self-respect, self-importance, and pride, plus the deep craving to be appreciated. The supervisor's improper correction or criticism of an employee can injure and even permanently damage or destroy a man mentally, especially when such criticism causes him to lose his self-respect, self-importance, and pride. Therefore, the worker's mental machinery needs oil—not sand. Consequently, if we desire the worker to operate smoothly, *we must correct him properly.*

Correcting a worker is not the most pleasant task supervision must, of necessity, perform. However, by virtue of the fact that it is an unpleasant task, therein lies supervision's greatest opportunity for service to their workers.

Increasing a worker's happiness, restoring confidence, developing courage, reviving self-respect, and building character is the reward given supervision when criticism is handled skillfully and sympathetically, because it takes a better man to build a man than to destroy one.

We know that man's gift of intelligence differs among individuals. It is never evenly distributed. Therefore, unless we can improve and build better men, we fail in our responsibility of making any real contribution to our workers or the company.

We must look beyond our nose. The building of men is the champagne of all our accomplishments.

Robert Gross, president of the Lockheed Aircraft Corporation, while talking with members of Lockheed supervision said, "It's one thing to build a product; it's another thing to build a company, because companies are nothing but men,

and the things that come out of them are no better than the people themselves."

We do not build automobiles, airplanes, refrigerators, radios, or shoestrings. We build men. The men build the product.

There is a distinction between supervision and the worker. *Supervision works with men.* Men work with tools and materials. Therefore, in working with and building men, we must realize the constructive force or power of correcting the worker properly.

Frank was in charge of supervisory development, staffed to the vice-president's office. One day Frank wrote a letter to all department managers outlining a new program for supervisory development. The letter was distributed without the *approval by* signature of the vice-president, a procedure strictly against company policy.

Three days after the letter went out, the vice-president called Frank into his office and shut the door. He handed Frank a slip of paper notifying him of a change in title and an increase in salary which had been put through sometime before Frank's letter had been sent out to the department managers.

After Frank had thanked the vice-president for the salary increase, the vice-president said, "Frank, I want to compliment you on the fine work you are doing with the supervisory development training. I have heard some very fine reports on your work all through the plant and I want you to know I appreciate your efforts." Frank thanked him and promised renewed efforts with the supervisory programs and started to leave the office.

The vice-president said, "Just one more little item, Frank. I believe you sent this letter"—holding out to Frank a copy of the letter—"to the department heads without my *approval by* signature."

Frank replied, "Yes, I did."

The vice-president continued, "I wonder if we wouldn't get faster action from supervision if my signature were on

your letters of instruction, thus indicating that your programs had the full support of my office."

Frank had only one answer—he knew the boss was right and he said so. He also apologized for having made this mistake. The vice-president smiled and said, "It wasn't such a serious matter, but I do want to give you all the backing you need to do a good job." He got up from his desk, gave Frank a pat on the back, and, as Frank left the office, said, "Keep up the good work."

You can guess how Frank felt when he left the boss's office, knowing and appreciating the fact that he had a boss who knew how to handle men and spur them on to greater effort.

There are some bosses who would have stormed into Frank's office and, before everyone in the office, accused him of violating company policy and procedure. They might have stopped the salary increase, thereby killing initiative, ambition, desire, loyalty, enthusiasm, faith, confidence, and respect.

The most important responsibility of management is for the manager to arouse the individual initiative of men working under his supervision. If business is going to succeed, it must be human, because it is human beings that will always make the wheels go round. Frank's boss aroused his initiative through humane criticism.

The lives of all men, even the most successful, show that the game of life is not all one-sided. No man wins all the time; everyone is sure to make mistakes; consequently, supervision must expect men to err. Those who don't are the people who say nothing, do nothing, and are nothing. The question is whether a mistake is going to keep a man down or whether it can be turned into a steppingstone to success.

When a supervisor finds a worker whose work or habits are not what they should be, he must look for and find ways and means of helping the worker correct the weaknesses or faults which are holding him back. He must skillfully lead the worker from failure to success, thereby building courage,

self-confidence, respect, and cooperation rather than resentful yielding.

There is a fundamental principle that must be kept in mind when correcting or criticizing a worker: *Don't do or say anything in your correction of a worker that will cause him to lose his feeling of importance, self-respect, or pride.*

The wife who says "Why did you do this?" or "Why did you do that?" or "For heaven's sake, what made you buy that silly-looking red tie?" is certainly not building any feeling of self-importance or self-respect for her husband. She might have said, "John, that's a nice tie, but I don't think it goes as well with your new suit as a blue-gray tie would. Do you?"

Quite a difference, isn't there, when we soften our criticism by first giving a pat on the back? There is no loss of pride, self-respect, or self-importance in this type of approach.

When we give people a better opinion of themselves, we gain their good will because we satisfy one of their basic needs, their craving to be appreciated.

A drop of honey catches more flies than a gallon of vinegar. Therefore, before correcting the worker, find something that you can sincerely compliment him for.

The vice-president's handling of Frank, as shown in the preceding paragraphs, clearly illustrates this approach.

How would you feel if you took your old worn-out automobile into a dealer's place of business and asked for an appraisal of your old car to apply on the purchase of a new automobile, and the dealer came out, gave the tires a good kick, and after walking around the car said, "Boy, this car sure is a wreck."

You would probably feel like giving him a punch in the nose. What would the successful salesman do? Regardless of how run-down the old automobile was, he would make every effort to find something to praise. He would probably say, "You know, Mr. Prospect, I'll bet you have had some real enjoyment out of this car since you first bought it,

haven't you?" You could give only one answer to that question—"Yes."

"They put some real materials in automobiles back in those days," the successful salesman would continue. "Why, just look at the fine condition of this upholstery." All the time he may be thinking to himself, "How in the world will we ever get rid of this one?" But he doesn't tell you that. Oh, no! Then he gives you the "bad news." The price he will allow for your old automobile, strange as it seems, isn't so hard for you to take now, because he has been so nice about the whole deal. You think, "Oh, well, the old car can't be worth any more than that"—and the Lord knows, you want to get rid of it before it "dimes and quarters" you to death.

Never criticize or correct a worker in the presence of his fellow workers. Nothing is so humiliating to an employee, and it is one sure way of hurting his pride, destroying his self-confidence, and blasting his self-importance, as well as making him the object of ridicule for any fellow worker who may be standing by. This is something the worker will never forgive. Preferably, the place to correct an employee is in your private office, but if you do not have a private office, take the worker to some secluded spot where you and he can talk alone.

It is important that your criticism be straightforward, sincere, stern, and exacting, but it must be fair and honest, because a half-hearted rebuke may not make the worker realize he has made a mistake.

One must keep cool, using no profanity. Speak softly with an even tone of voice and never indulge in personalities. Your feelings must be shown against the man's mistake, not against his personality. You get results when the worker knows you are thinking of the company and not yourself.

After pointing out where the worker was wrong and having him admit it, show him what he should have done and what he must do to improve. Supervision must, in its criticism of an employee, assume the attitude and responsibility of being helpful rather than critical.

Murphy was foreman of final assembly in a California war plant. For several days he had been getting some adverse reports on Al, who up to then had been one of Murphy's best and most dependable supervisors. From his reports it seemed that during the past week Al had been barking at employees and other members of supervision. On one occasion he had blown up completely and had told one of the inspectors to get the hell out of his section and stay out until he could stop finding so many things wrong.

Murphy realized that something had happened to this supervisor, so he stopped at Al's desk just before the lunch period and asked him to stop in the office after lunch because he wanted to get his opinion on a problem. When Al came into Murphy's office, he was asked to be seated and make himself comfortable. Murphy offered him a cigarette, and after closing the door said, "Al, the problem I wanted to discuss with you is you. You have been one of my best supervisors, but I have noticed during the past few days that something evidently has gone wrong. It seems that you have been taking a lot of people's heads off, and that isn't like you. I want to help you, so come clean with old Uncle Murphy and tell me what it's all about."

Al was rather a proud individual and he hadn't wanted to talk over his personal problems with anyone, especially the boss. However, realizing that the boss was sincere in wanting to help him, he unloaded.

Al's wife had started to run a very high temperature one morning, just before Al was due to leave for the plant. He had called the doctor and, while waiting for him to arrive, had bathed and dressed the two children and sent them off to school. When the doctor arrived, his diagnosis indicated infantile paralysis. An ambulance was called, and Al's wife was rushed to the hospital.

During the next four days, Al had driven himself about crazy taking care of the two children, worrying about his wife's condition, wondering where he was going to get the money for the iron lung, the doctor, and the hospital, when

only three months ago he had bought a home and used up practically all his ready cash. Consequently, he had been so upset mentally that, without thinking what he was doing, he had handled some of the people in the department very roughly.

When Murphy heard this, he immediately arranged through the company for necessary funds and took care of all hospital and doctors' bills. He also arranged to get Al a temporary housekeeper who would come in mornings, get breakfast, help with the children, and prepare dinner in the evenings. He arranged for Al to have two hours off during the day to visit the hospital without losing any time.

He suggested to Al that he thought it might be a good thing for him to talk to those people whom he had handled so roughly and apologize to them, explaining why he had lost his temper. Al followed Murphy's advice and found everyone appreciative of his problem and also willing to forgive and forget, thinking a great deal more of Al because of his bigness in admitting his mistake.

You may ask why Al didn't go to the boss in the first place and tell him his story. The reason is quite obvious, because it just so happens that *people are different.* Some employees would have done just that, but Al happened to be one of those individuals who suffered in silence.

However, suppose Al had had one of the old-time, snap-the-whip, "What in the hell is going on here?" "What the hell's the matter with you?" type of bosses. Al, no doubt, would have quit right on the spot. The company would have lost a good employee and a hard-boiled boss would have alibied, "Why can't you hire dependable men?"

When an employee leaves a supervisor's office and returns to his job, be sure he leaves with a smile on his face and with the conviction that his supervisor has endeavored to help him, not hurt him.

You can imagine Al's mental attitude when he went back on the job. He had a smile on his face and a smile in his heart because he had been helped.

There are two parts to a reprimand. First, the supervisor sternly points out the mistake so that the worker will feel and know he has made an error and should be corrected. Second, the supervisor makes the worker self-confident and willing to try again by showing him how to improve and gives him assistance in getting on his feet again. Never leave a man after reprimanding him without pointing out some way in which he can do better next time. Never leave him when he's down in spirits. If you take him down, bring him back up again. Don't leave him until he feels that he is good for something. If you do, you will destroy the spirit of your organization and incur the hatred of many of the employees.

"How would I have reacted if given the same treatment as I gave the worker?" is always a good question for the supervisor to ask himself after correcting the employee. Once a man has been corrected for a mistake, never remind him of it again. According to law, you can't hang a man twice for the same crime after he is freed. When a man's acquitted, he's free.

However, a few days after the correction, the supervisor should follow up, not with the thought of keeping the worker's mistake or error forever in front of him but with the idea of finding some way of telling the man about something he has done well.

This follow-up contact should be made with the employee in his work area and should be a pleasant, "Hello. How are things going today?" or "How is the family?" Some personal remark should be made with no reference to previous mistakes or errors; before walking away, be sure you give him a mental pat on the back.

Every man, from the janitor to the president, will put forth greater effort and deliver better work when his self-respect and self-confidence are given a mental lift.

Morgan, shipping department manager for a large wholesale grocery firm on the West Coast, overheard a valuable employee profanely abusing his job and complaining bitterly

about the ruthless manner in which he was overworked and unappreciated by his boss.

Morgan was on the verge of going to the employee and discharging him, but he waited until he cooled off. Then he called the worker in and said, "Bill, you've been having a pretty tough time of it lately, haven't you?"

"Oh, I don't know," the man replied. "I think I have it pretty easy."

"I got the impression from something I overheard you say," went on Morgan pleasantly, "that you were overworked and that you were pretty much disgusted with your job." Then the man looked shamefaced and confessed that the sole reason why he had imagined he was abused and that the world was against him was because of some trouble he had had the night before changing an automobile tire on a muddy road.

If Morgan had followed his first inclination while angry, he would have fired Bill, thereby losing a good employee. Both would have lost.

Henry was a young stock-room attendant, but he would not work. His stock was poorly kept, his records were not up-to-date, inventories were not correct, and shortages were allowed to occur. Henry acted as though he had perpetual spring fever.

Henry's boss called him in and said, "Henry, you are too intelligent a young man to allow this condition to continue. I have a great deal of confidence in your ability, but where do you think work such as this will get you? You won't be able to hold a job. Your life will become just one big circle—going from one job to another. Some day you will have a family, but will you be able to give them the things they deserve? You know, Henry, you could be president of this company if you wanted to. How about it?"

With young or new employees it is helpful to supervision to point out their mistakes in relation to their future with the company.

Henry was young, and because of his youth perhaps he

needed this well-handled jolt to make him realize his opportunity. He was fortunate in having a boss who could make him see and appreciate his mistakes before it was too late. Therefore, Henry did something about it. That was twenty-five years ago. Today Henry is president of the company—one of the largest parts manufacturing concerns in America.

We should remember when correcting an employee that "there is so much good in the worst of us and so much bad in the best of us that it hardly behooves any of us to talk about the rest of us."

CHAPTER VIII

STAND IN THEIR SHOES

Being able to get the other person's point of view is the starting point of all personal understanding and good human relations. Being able to put yourself in the other person's shoes, getting on his side of the fence, seeing things as he sees them is our green light to the open highway for better understanding of men. This enables us to appreciate better his thinking and actions and develops in us more of a sympathetic understanding. Therefore, the worker wants a boss or manager who tries honestly to see his point of view.

Henry Ford says, "If there is any secret of success, it lies in the ability to get the other person's point of view and see things from his angle as well as from your own."

Supervision must consider all the points of difference that set one person apart from another—their traits of character, their capabilities, their special problems, their likes and dislikes, their wants, and their interests. We must plan to treat each individual differently in the light of his own nature and point of view.

Several years ago the executive manager of a large chain of drugstores operating throughout the Middle West became quite concerned over one of the stores that for the past five years had been showing an alarmingly increasing loss of profits each year. This was one of the largest stores operated by the company and should have been one of the best money-makers.

In an effort to find out what was wrong, the home office sent a special representative, an organizational control executive, and an auditor into the store to analyze the operations. After several weeks these men returned to the home office and reported that they felt the store needed a change in

management. Their report indicated that the present manager knew the technical side of his job but was incompetent in the handling of people. They felt the store needed a good human engineer as well as a man who understood the fundamental principles of operating a drugstore.

The change was made. The company was very careful in the selection of a new manager. By going over past records and reports, they were convinced that the man who was selected as the new manager understood men as well as drugs.

When the new manager took over, all the employees were called together in a general meeting and were introduced to their new manager. Then he did something rather unusual. He asked the employees, "What do you, as employees, expect of me as a manager?"

He wrote on a blackboard each thing they expected, such as "fair and impartial treatment," "fair pay for the work performed," "credit when due," "sympathetic understanding of their problems," "respect and trust," "open-minded boss," "authority with responsibility." After they had expressed their thoughts, he said, "I can give you all of these things. Now, I should like to know from you what I should expect of you."

They said "loyalty," "a full day's work," "courtesy to the customers," "initiative," "open-mindedness to new ideas," "cooperation," "respect," "willingness to follow instructions," "enthusiasm." The new manager got the worker's viewpoint.

After getting their point of view, he told them that he appreciated their frankness and willingness to work with him and that it was his desire and ambition to make the store a success. He wanted it to be the finest store in the organization's chain, and he knew this could be brought about only with and through their help.

For the first few weeks the new manager spent most of his time getting more intimately acquainted with the employees. He learned their first names, something about their families, their desires, their ambitions, their likes and dis-

likes, and their viewpoints on how the store could be made more successful.

Every morning when he arrived at the store he had a smile and a "good morning" for everyone. He never failed to stop and talk to an employee if the employee wasn't busy; he always had some little personal question to inject in his conversation, such as "How is the job coming along?" "How is the family?" "Did Johnny get over his cold?" "How many fish did you catch on your day off?" "How is the garden getting along?" The new manager took time not only to run the business but to know more about the people who made the business.

Things began to pick up; the employees began to apply themselves, deliveries were made on time, customers were handled properly, prescriptions were filled promptly. In fact, everyone began to take a personal interest in his job and a pride in being a part of this operation. At the end of the first year, under this type of management, the store showed a net profit of $35,000.

We must become interested in the worker if we expect him to become interested in us and the business. Let us keep this fact in mind and remember that our method of handling our stewardship can be just as effective as the drugstore manager's if we too take a personal interest in our people and get their point of view.

The ability to appreciate sincerely and to understand sympathetically the worker's point of view is a part of the strategy successful men of supervision use in dealing with people.

Mary was working in the wing jigs as a riveter. She was considered one of the best workers in the department and during her eighteen months with the company had been off the job only once. Mary's vacation was about due, and she was very anxious to take a trip to Michigan to see her mother and father, who were getting along in years. Mary hadn't been home in four years, and she felt it her duty to go home and spend her vacation with her parents as she did not believe they would live much longer.

She was entitled to one week's vacation with pay, but she needed two weeks to make the round trip and spend any appreciable time at home. When she asked her supervisor for an extra week in order to make the trip, he said rather bluntly, "As far as I am concerned, you can have all the time off you desire, but you will have to terminate to get it. I don't intend to give you or anyone else a week's leave of absence."

The inability of the supervisor to see Mary's point of view didn't stop Mary from doing what she wanted to do, so she quit.

She made the trip to Michigan to see her parents, and when she returned, she had no difficulty getting a job in another defense plant, which reports her work as outstanding. Mary solved her problem, but how about her former supervision? Did this solve the problem? Let's see.

Supervision's inability to have a sympathetic understanding of Mary and her problem not only cost the company a good worker but eventually caused it to lose other employees. They soon became fed-up with the supervisor's overbearing and lofty attitude toward his workers, as well as his lack of appreciation and his unwillingness to see problems from their angle as well as his own. The workers' resentment toward their supervision soon came to the attention of the superintendent, who, after an investigation, had only one alternative—replacement of the supervisor.

Whenever supervision becomes unwilling to put themselves in the employees' shoes, men become jumpy; initiative is killed; uneasiness, uncertainty, and resentment develop in the department.

How much better and easier this problem could have been handled had the supervisor put himself in Mary's place and handled her as he would have wanted his boss to handle him had their positions been reversed.

The most common mistake made by supervision is their failure to see the other person's point of view. How would you feel if your boss were unwilling to get your point of

view? You wouldn't like it. Well, your workers feel the same. The supervisor must be just as human with the workers as he expects his boss to be with him.

Be reasonable; get their point of view; get on their side of the fence; put yourself in their shoes; ask yourself, "How would I feel if given the same kind of handling?" If you wouldn't like it, it's a good bet the worker won't like it either.

During the last war, a private from Camp Bowie was walking down Houston Street in Fort Worth, Texas, with his girl. He noticed a colonel coming down the street. As the colonel drew near, the private stopped, pretending to tie his shoelace, not noticing the colonel. The colonel stopped and called the private over to the edge of the sidewalk.

"Young man, you saw me, didn't you?"

"Yes, sir," replied the private.

"But you pretended to be tieing your shoestring in order not to salute me, didn't you?"

The private admitted that such was the case.

The colonel said, "Now here is what I should have done, had I been in your place. I'd have told my girl, 'Just watch me make this brass hat return my salute!' See what I mean?"

The private said, "Yes, sir," and gave the colonel a real salute. The colonel returned the salute and walked away. Both the colonel and the private were able to see each other's point of view.

Dispensing an unlimited fund of sympathetic understanding to hungry people costs you nothing; but the return in loyalty, belief, faith, ambition, desire to please, and willingness to cooperate pays us a dividend on our stock of human relations, the par value of which can never be measured in terms of dollars and cents.

Fred B. Barton, in his book "Let Yourself Go," wrote:

I have known a half-dozen men in my lifetime who committed suicide. Not one of them was an intimate friend. Their lives

were no responsibility of mine. Yet, inevitably the thought came to me, suppose that the last time I met this chap on the street, I had spoken a word of encouragement, instead of being occupied with my own thoughts. Suppose I had given that man some thought to steady him, instead of wasting the moment on a careless bit of banter. He might never have felt so unsuited to the task of life if I only had done some small thing to build up his self-respect.[1]

Life takes so much out of a man that we never know when the next person will crack under the strain. We ought to do all we can to help other people, especially our employees, to feel that life is worth living.

Don't get in the habit of giving the worker a brush-off when he brings his problems to you—maybe you can't help, but you can listen. You can't have a sympathetic appreciation of his problem until you get his viewpoint.

Fred was a very busy foreman. Because of the urgency of much of the work he had to do, he had taken the attitude that workers' problems shouldn't be taken too seriously, and, anyway, he was just too busy to listen to all the little troubles of his workers. Frequently, when workers came to him with their problems, he put them off with the old "too busy to listen," "come back later" alibi.

As a result of his attitude and neglect, Fred was getting deeper and deeper into the tangle of complicated human relations difficulties in his department. He lost prestige steadily with the workers under him until they came to the conclusion that Fred was not interested in them or their problems—all of which resulted in an ever-increasing number of grievances filed by the employees with the union. In addition, the workers lost interest in their work and a desire to cooperate.

The trouble with Fred was that he allowed the workers' problems, or petty "gripes" as he called them, to reach the grievance stage before paying any attention to them.

[1] Barton, Fred B., "Let Yourself Go," George J. McLeod, Ltd., Toronto, 1937.

H. C. Taylor, employment manager, Western Electric Company, Inc., Hawthorne Works, Chicago, Illinois, in a talk before the thirty-third National Safety Congress, said:

Every supervisor is required to deal with the personal and emotional problems of his people. These personal and emotional problems may arise out of difficulties occurring at work or outside the plant. In either case, since these problems influence the effectiveness of the people for whom he is responsible, and since they are brought to him for solution, it becomes his job to deal with them as effectively as he can.

In this connection, one procedure has been developed during recent years which has received so much favorable attention that it merits your consideration. This procedure suggests that in our day-by-day handling of people the most important thing we can do is to listen.

"This may seem like old stuff," we may say. "Sure, people like to have a chance to get things off their chest. It makes them feel better. Certainly, listening does accomplish these worthwhile objectives."

Perhaps no single technique for the handling of human beings has received the emphasis during the past ten years that has been accorded to this simple principle of wise and thoughtful listening.

Thus, more listening may ultimately lead to less action.

This method, therefore, has a real place in the supervisor's job as a method for helping him to smooth out the human problems of his organization and to build better understanding between management and men.

Franklin D. Roosevelt, in his fourth inaugural address, said, quoting Emerson, "If you want a friend—be a friend."

This advice is just as sound for little people as it is for powerful nations.

Only by approaching people through their own point of view can we hope to control them. When we fail to interest or convince those with whom we come in contact, it is usually because we have not considered the subject from their point of view.

A good salesman knows from experience that in selling he spends 90 per cent of his time getting the prospect's point of view, finding out what the prospect is interested in, what he wants, how his product or service will satisfy the selfish interest of the prospect, fitting his sales appeal to the other person's needs and desires and only 10 per cent of his time thinking of what he can or should say to convince the prospect that his product or service will satisfy his point of view.

One of the largest and most successful sausage manufacturers in the Middle West owns a retail store under another name in another midwestern city, where he goes at regular intervals to act as a salesman; that is, to wait on customers so that he may keep alive the common touch and get the customer's point of view.

Adolph Zukor, Paramount Pictures executive, used to stand night after night in the lobby of his theater to watch people as they came out, to listen to their remarks, to study the expressions on their faces, and to get their viewpoint on his pictures.

Men trip on ant hills—not mountains. Don't let your unwillingness to get the other person's point of view be an ant hill in your avenue of better human relations.

Bobby Stap, a New York boy, was at thirteen the most famous stowaway in the United States. Four times within six months, Bobby was hauled out of holds of big sea-going liners. Truant officers and Bobby's mother were helpless and discouraged before the stubborn attempts of this thirteen-year-old boy to go to sea.

The fourth time, he was haled into the Children's Court of Queens County, New York. He appeared before a judge whose decision was as wise and discerning as a Solomon's—a judge with human understanding who could see the boy's point of view.

"If Bobby is incorrigible because he has the sea rover in his blood, why not," said the judge, "let Bobby go to sea, but go in the right way?"

So Bobby was sent to the Merchant Marine School of the Seamen's Church Institute of New York. Bobby found there the proper expression for his craving, and today, as Lieutenant Stap, the famous stowaway wears two gold stripes on his sleeves, combat ribbons on his blouse, and a silver star for one ship sunk under him.

Now the cure applied to Bobby Stap by an understanding judge can well be applied in our activities as supervisors if we will only get the point of view of our workers.

There is, and always has been, too much suppression of men's spirits—too many "thou shalt nots" hammered into men. Too much goose-stepping in our lives instead of sound human understanding, sympathy, and a desire to see things from the other person's angle.

CHAPTER IX

GIVE THEM THE D.S.C.

The worker wants a boss who will give recognition when due for work well done. He wants his performance stirred with sugar—not spoiled with vinegar. He wants the Distinguished Service Commendation.

It is of the utmost importance that we let the worker know how he is getting along. Employees must be kept informed on how they are measuring up against what we expect of them. The "everything is all right unless I tell you so" philosophy does not fit in with modern principles of effective supervision and good human relations.

The worker who is doing good work should be told so. Results are never successfully secured by criticizing or by inspiring fear in men. To the worker, a word of praise from the boss is like food to a hungry man. It is the dream touch, that longing for appreciation that aches within all men. It puts a thrill, a sparkle, and sunshine into days that might otherwise be drab. It's the four-leaf clover from the garden of life.

What good is a birthday cake without its icing and candles or a gift without its gay ribbons, its color, and perfume?

When Basil Harris attended a dinner for Ferdinand Smith, a National Maritime Union official, a local paper hissed that the president of the United States Lines was consorting with aliens and communists. "I hear you went to a communist dinner," said a minister to Harris on a Rye, N. Y., street. "That is a very, very bad thing."

"Well, suppose your house is on fire," Harris answered. "Firemen rush in your gate. You don't stop them and inquire about their political affiliations. Well, we've got a fire on the water front. Closer cooperation is the only way to put it out."

That Smith dinner had started with a telephone call from Joe Curran who asked if Harris would be chairman of the dinner. Harris showed up and made a speech.

"When the war began," Harris said, "Joe Curran gave us ship operators a pledge that as long as the war lasted there would be no strike and no delay in getting material to the fighting fronts. As far as I am concerned, that promise has been kept 100 per cent and I'm here to thank you for a job well done." The men burst into applause. "And for the life of me," Harris went on, "I have never figured out who benefits from a strike. Eventually you wind up sitting around a table talking over things you should have discussed in the first place; so I'm challenging the National Maritime Union. If we're sensible enough to fight the war together, then we ought to be sensible enough to fight together in peace."

Harris knew the value, the importance, and the necessity of giving men credit when credit is due. It's just good business, and one sure way of building better human understanding and enthusiastic cooperation. It's very easy to criticize. It should be just as easy to give a worker the mental lift of enthusiastic praise for outstanding performance.

Employees are the reflection of our supervision, and we should get more personal satisfaction by being able to praise a worker than by bawling him out because when the job is well done, it indicates that our supervision has been good. Praising a worker is a powerful drug for gaining and holding his good will. It is one of the greatest stimulants for renewed effort and greater achievement.

One of the most important rules we could well put in our guide to better human relations would be—*give them credit for everything they do. Praise them often!*

"No man," said Andrew Carnegie, "will make a great business who wants to do it all himself or to get all the credit for doing it." We must be generous in giving credit and full recognition to the worker who has earned it. We must never fear that we will lose by giving full credit to those under

our supervision who have helped us in our efforts. Failure to give credit destroys morale and does violence to the deep desire for appreciation.

Bill was a worker in a machine shop. For five years he had never been absent or late for work; he was on the job every day and on time for five years. Yet during that time he had never received any recognition from his supervisor for this excellent record. However, one day Bill didn't show up for work—he was A.W.O.L. He failed to call in during the day to explain his absence. He didn't show up for work the second day and again did not call the plant. By this time his supervisor was boiling and had spoken his mind in no uncertain terms to others in the department as to what he intended to do when Bill did show up for work.

Bill came in the third morning and the supervisor was ready for him. Before Bill had a chance to explain, the supervisor, in front of other employees, gave it to him. He wound up his verbal outburst by telling Bill that he was fired and that he should go to the paymaster and get his check. Bill was too downcast to put up any defense, so he left the company.

In some way this incident came to the attention of the superintendent, who, unknown to the supervisor, called at Bill's home to see what had happened and to get Bill's side of the story.

He learned that on the morning of the first day of Bill's absence his little girl had been run over by a hit-and-run driver and that for two days she had hovered between life and death—regaining consciousness late in the second day. Bill had been at her bedside for the fifty-six hours without any rest.

Well, you can guess what happened—Bill was not only reinstated but put into another department under different supervision.

Bill's former supervisor had no defense because he hadn't given Bill a chance to explain why he had been absent. Needless to say, the superintendent gave the supervisor a

good talking-to on human relations and the importance of being quick to praise and slow to criticize.

Robert E. Lee, the Confederate commander in chief during the Civil War, is considered by modern military critics as one of the few truly great soldiers and leaders of world history largely because of one trait. General Lee publicly placed the blame for all reverses on himself alone, but he gave all the credit to his men for his successes. Is it any wonder that Lee's men followed him through success and defeat with an undying respect, loyalty, and devotion?

Henry was assistant to the public relations manager. One morning he was called into the boss's office and given an assignment. He was charged with the responsibility of preparing material for meetings to be held with members of supervision, covering a detailed outline and explanation of their responsibilities. He was also charged with the responsibility of delivering the talk.

Henry wanted this meeting to click; therefore, he spent sixty days preparing his material, writing, rewriting, polishing, and perfecting his manuscript. When it was finished, he presented it to the boss for approval; after its approval, the meetings were held. They proved to be the most effective and best received meetings ever held in this company.

Somehow word got around and dozens of other companies wrote in and asked for information and material regarding the program. Owing to this wave of enthusiasm from inside and outside the plant, Elmer, director of training for the company, came to Henry and asked for a copy of the manuscript, stating that he felt the material and the story of the meetings should be given to some national magazine. He believed it would be good publicity for the company.

Henry gave Elmer a copy of his material, never questioning but that it would be used properly. But imagine Henry's feelings when three months later his article appeared in one of the country's leading factory magazines, word for word, just as Henry had written it, but over the by-line of Elmer,

who had had nothing to do with its development or writing but who took full credit for the article.

Letters came in from all over the country, representing many of America's big industries, complimenting Elmer on his fine article. Elmer took all the bows and made no effort to correct this erroneous impression.

Big men see straight. Small men get their values twisted when they place their own sense of importance above the sincere efforts of their employees. No member of management can afford to be jealous of subordinates. No member of supervision can afford to feel that he, and he alone, is the whole show. He must keep his thinking straight. He must place the value of results over and above his own egotistical variety.

Elmer defeated himself by letting his ego run away with him and by being unable to sacrifice his vanity. Elmer is no longer with the company. His values were twisted.

The Chinese have a proverb: "A single kind word of praise keeps one warm for three winters."

Many supervisors are not at all hesitant about giving a worker a warning notice, but they never seem to realize the importance of issuing commendation notices as well.

Eating nothing but meat for a month would become very distasteful as well as bad for the body. When we add the vegetables and the pie, we begin to thrive physically. It's just as important that we be given a little "mental pie" for a job well done. You know a lemon is pretty sour until we add sugar, thereby turning it into lemonade.

When Dale Carnegie was a farm boy out in Missouri, his father bred Duroc-Jersey hogs and pedigreed white-faced cattle. They used to exhibit their hogs and cattle at the county fairs and livestock shows throughout the Middle West. They won first prizes by the score. His father pinned his blue ribbons on a sheet of white muslin, and when friends or visitors came to the house, he would get out the long sheet of muslin. He would hold up one end and Dale would hold up the other while he exhibited the blue ribbons.

"The hogs didn't care about the ribbons they had won," Dale said, "but father did. These prizes gave him a feeling of importance. The desire," Dale continued, "for a feeling of importance is one of the chief differences between mankind and the animals." [1]

When a job is well done—don't hesitate or fail to pin the blue ribbon on the worker.

Go to the race track and watch the crowd when the winner crosses the finish line, having won the race. Everyone who had $2 on the winner stands up and yells; the horse and jockey are given a tremendous ovation; the judges drop a laurel wreath around the horse's neck. Why not give an employee an ovation or recognition for a job well done?

Successful management must be able to arouse enthusiasm among men. Appreciation and a word of encouragement are management's most powerful stimulant in developing the best in a man.

Nothing kills a man's ambition so much as criticism from his boss. Don't forever look for things to criticize. Give men an incentive for better work. If you like a thing, be free and generous with your praise.

Usually we do just the opposite. If we don't like a thing, we raise old Ned. If we like it, we usually keep our mouths shut and say nothing to the worker.

Melville Wilkinson, St. Louis executive, related this:

> I am thinking now of an executive who always was bringing new ideas to the managerial conferences of a store with which I was . . . connected. He paraded them proudly. He fought for them boldly. And we adopted a good many of them because they were essentially sound. This man seemed to be succeeding in his efforts to create an impression.
>
> Presently, however, I discovered that he was getting nearly all those ideas from subordinates, to whom he failed to give a word of credit. The people under him learned the same thing and resented

[1] Carnegie, Dale, "How to Win Friends and Influence People," Simon and Schuster, Inc., New York, 1937.

it. The morale of his department, which had been excellent, began to crumble. It was a bad mess all around.

Now suppose this executive had said to us, "Yesterday, I heard Bill Jones make a suggestion that I think is a corker. I'm passing it along." Why, Bill Jones and all the other workers under him would have been tickled to death that he was "boosting them to the boss," and they would have worked their heads off. I would have congratulated myself that I had a department head who could inspire his people to think up things for the good of the business. And everyone would have been happy.[1]

Perhaps one of the reasons why we do not give praise or recognition more frequently is because it is human nature for mistakes or errors to stand out in bold relief. An employee may do a hundred things correctly, but his one mistake gains our full attention, while the hundred things receive no notice.

Most successful managers of men admit that giving the worker a pat on the back goes further toward securing willing cooperative work than faultfinding; however, most of them admit that they don't give workers this mental lift often enough.

We must develop the habit of giving proper recognition more often. This can be accomplished if we will constantly look for the good in a man's work rather than the faults.

We are only kidding ourselves when we take the attitude that workers are paid to do good work and that they do not need to be praised for something they are paid to do.

There are several things to be remembered when complimenting a worker in order to eliminate the possibility of having the employee ask, "If I am as good as the boss says I am, why doesn't he give me an increase in pay, better hours, better working conditions, or advancement?"

This question will arise in the worker's mind whenever you give credit to the man. Instead, we must give credit to the man's work—the job—and it must be sincere praise. We must never stoop to indulgence in meaningless flattery.

[1] Webb and Morgan, "Strategy in Handling People," p. 124.

We must also realize that all men have two distinct divisions of interest in their work.

One is a material interest, such as wages, hours, working conditions, and advancement. The other is a mental or emotional interest, such as the worker's feelings for the company, the customer, other workers, and his family. Therefore, when giving credit to a worker, always appeal to his mental or emotional interest. For example, "John, this is a fine job. The customer will like this automobile" or "This paint job will build a lot of good will for the company" or "The boys down the line will appreciate the fine workmanship put into this upholstery work—it will be a challenge to them" or "Your wife would be very proud of you if she could see this operation."

Suppose your private secretary brings you a letter which has been well constructed, well laid out, and nicely done. Instead of saying, "Mary, you have written a very nice letter," which, if you say often enough, may cause her to question why she hasn't been given a raise, you might say, "Mary, the customer is going to like this letter when he receives it. Letters like this help build company good will."

Commendation handled in this manner becomes a challenge to the worker. He will feel complimented to know that his work will be recognized by the customer or that better good will can be built for the company through his efforts or that other workers will appreciate his efforts or that he has done something that would make the family proud of him.

It may be impossible at the moment to give a worker a raise, change of hours, different working conditions, or advancement. However, this should not preclude giving recognition for work well done, provided our commendation emphasizes the mental and emotional interest of the employee.

Many people suffer from inhibitions and inferiority complexes. Therefore, they need this mental stimulant of praise

to help them overcome their temperamental deficiencies just as they need food for physical well being.

It isn't necessary that we wait for perfect performance before giving praise or credit. A word of encouragement to an employee who is improving his work will have a positive effect on him. We can compliment a poor worker who is making progress, and through this encouragement, help build up his self-confidence. This in turn will enable him to make further improvement. We will get a great deal more satisfaction from our management work when we form the habit of praising men for the things they do well.

CHAPTER X

UNMINED GOLD

There is more unmined gold in the minds of men than has ever been taken out of old Mother Earth, but it takes creative, open-minded thinking to bring this unmined vein of mental wealth to the surface.

Too many men have formed the habit of looking at a problem from the angle of "why it won't work," instead of making every effort "to make it work."

Some men see in every opportunity a difficulty. These men form the "firing squad" for new ideas, new improvements, and progress. These are the closed-minded, pessimistic individuals who are satisfied with things as they are.

Other men see in every difficulty an opportunity. These men are the miners of unmined gold. They are the Edisons, Ketterings, Fords, Wrights, Youngs, and Hoffmans of industry. These are the men who are never satisfied just because something has always been done a certain way. They are always seeking a better way. They are the open-minded, optimistic diggers for mental wealth.

All of us have known some young men who have grown old mentally because they are no longer able to adapt themselves to changing conditions and advanced methods. We have also known many older men who have continued to stay young mentally because of their never-tiring efforts in seeking perfection.

Walter Dill Scott, dean of Northwestern University, in an address several years ago before a national convention of sales managers, opened his talk with a question. Facing his audience, he asked, "How many men in this room are ambitious?" Every man in the audience raised his hand. Scott said, "This is rather interesting. But," he continued, "we have made quite a study of the word 'ambition' at

Northwestern University and have actually found by research that only one man out of every thirty-three really is ambitious.

"Many of us think or imagine we are ambitious," he said. "Therefore, I should like to ask you another question. Answer this question to yourself, but in so doing be honest, because your answer will tell you whether you are ambitious or whether you just think or imagine you are ambitious.

"*What are you doing about your job today differently than you did a year ago?* What are you doing about your job today differently than you did a month ago or a week ago? *Ambition,* if you please," he continued, "*means progress.* Either we go up or we go out. We don't stand still."

Dean Scott continued, "Any man who is unable to change his methods and adapt himself to changing conditions because of his closed-mindedness toward progressive improvement and development lacks ambition. He is dead mentally because his mind is locked or tightly closed against doing anything different."

The things we close our minds against today may be taken for granted tomorrow.

During the latter part of 1903, an article appeared in a New York newspaper which included this sentence, "A group of learned engineers met yesterday afternoon and proved conclusively that it was impossible for heavier-than-air machines to fly."

"Proved conclusively" is pretty strong language because it means putting an end to any further debate on the subject or question. It is decisive and final.

This was a group of learned engineers. But, as time proved, they were not so learned—only closed-minded—because a few days later, on December 17, 1903, at Kitty Hawk, N. C., Orville Wright, who didn't believe the learned engineers, took his flying machine into the air and, shaking off the shackles of the skeptics, soared up into the sky. Thus was an event stamped in the annals of progress which became a turning point in world history.

Joshua Coppersmith was arrested in Boston for trying to sell stock in the telephone, because all well-informed people of that day "knew it was impossible to transmit the human voice over a wire."

Chauncey M. Depew warned his nephew not to invest $5,000 in Ford Motor Company stock, because he knew nothing would ever replace the horse, because he felt the automobile was only a rich man's toy which wouldn't last.

Commodore Vanderbilt dismissed Westinghouse and his air-brakes with the remark that he had no time to waste on fools.

Therefore, we repeat, the things we close our minds to today may be taken for granted tomorrow.

Edison's engineers went to him and informed him that they were unable to perfect a filament that would hold light sufficiently long enough for practical use. They had failed. Mr. Edison said, "Why do you think you have failed?" His engineers replied, "We have tried to carbonize straw, wire, bamboo; in fact, we have tried 6,000 things and none of them work."

Mr. Edison stated, "You haven't failed, because you know now 6,000 things that won't work. Let's find one that will." And they did.

Edison was optimistic and open-minded, because *he saw in this difficulty an opportunity* to give the world a better light.

Industry needs open-minded men who can find ways and means of accomplishing what to others may seem impossible.

The mind is like a parachute. It isn't worth very much until it opens. The trouble with too many of us is that we resist change. Not that we should throw out what we have if it is still good, but we must open our eyes and minds and be able to see and recognize the good and the advantages of improvement rather than the difficulties.

Check back mentally for a moment. What was your first reaction to canned beer, streamlined trains, balloon tires, zippers, slacks or shorts for women, vitamin pills, sound movies, and ocean-flying passenger planes? Perhaps, like so

many of us, you may have said, "It won't work." However, today we take these things for granted.

Creative, open-minded thinking is the most powerful force in the world. Everything we are and everything we have are the result of man's ability to think. Every book which has been written, every painting brought into being on a canvas, every invention developed, and every technological advancement made by man was first germinated in someone's mind.

It is our responsibility as managers of men to stimulate and guide the creative thinking of our people by being open-minded to their point of view, thereby generating and nourishing the development and growth of their ambition, observation, initiative, imagination, self-confidence, and enthusiasm.

Thinking is hard work, and most men, because they are creatures of habit, have never learned how to think. We get up in the morning and think about what suit we are going to wear. We think about what we did last night or what we will do tonight. But when it comes down to hard, constructive, creative, open-minded thinking, we haven't been trained to do it. Consequently, few of us do it.

A. Lawrence Lowell, former president of Harvard University, said: "There is only one thing which will really train the human mind and that is the voluntary use of the mind by the man himself. You may aid him; you may guide him; you may suggest to him; and, above all, you may inspire him; but the only thing worth having is that which we get by our own exertions; and what we get is proportionate to the effort we put into it."

We might add one thought to Lowell's statement: We get out of life exactly what we go after. The more we put in, the more we take out.

Witness the case of Sam, who started out as an ordinary mechanic in a large superservice station in Chicago. Then he became interested in brakes. He went to all the service schools conducted by the big automobile manufacturers. He read all the trade papers and journals. He studied every-

thing he could get his hands on, always with the thought in mind of adding to his knowledge and understanding of brakes.

His enthusiasm for brakes knew no bounds. He wanted to be an authority on brakes. He wanted to know more about brakes than anyone else in the service station.

Today Sam is in charge of the brake department. He has ten men under his supervision. Hundreds of cars a week have their brakes checked, repaired, and serviced by Sam and his men. He knows so much about brakes that he has become an expert diagnostician, and it is Sam who tells the other mechanics what to do when a Studebaker, Cadillac, or Ford drives in. His advice is sought by car owners who have come to know him. His interest in brakes, plus his complete knowledge and understanding of brakes, has given him an enthusiasm for his job which infects everyone who comes in contact with him. He is a success.

Through constructive, creative, open-minded thinking, Sam is getting out of life exactly what he went after.

It is Sunday up in New Hampshire. Little white churches dot the countryside. Some of the communities are poor. They don't all have a minister. On one Sunday a man will pull his horse and buggy up to one of these little churches and give a sermon to the people who have gathered there. Next Sunday he will go to some other little town and give a sermon. He will continue on like that, making the circuit, until he has covered the whole countryside.

On this particular Sunday the minister and his little boy drove up in front of one of these churches. They were a bit early. They hitched their horse to the hitching post and walked into the church. No one was there except the sexton, and as they walked in, the minister noticed a little alms box in the entrance of the church. He reached into his pocket and dropped twenty-five cents in the box; the little boy reached into his pocket and pulled out a copper and dropped that in the box.

The morning wore on. The congregation assembled. The

minister delivered his message, and after it was over, the people filed out and went on their way. The sexton came to the minister and said, "You know, we are a poor community. We don't have very much in the collection, and sometimes when there's nothing much in the collection, we can't very well pay the minister, so we just give him whatever there is in the alms box." Then the sexton reached into the alms box and gave the minister twenty-six cents; the minister put it into his pocket and thanked him very gravely.

He and his little boy went out into the sunlight, got in their buggy, and started off down the road. When they had gone about half a mile, everything was quiet and still, the horse plodding along in his methodical and faithful way. The dust was working up through the reins and over the dashboard. The little boy looked up at his father, put his hand on his father's knee, and said, "If we had put more in that box, we would have gotten more out, wouldn't we?"

The more open-minded, creative thinking we put into our job, the more mental wealth we develop.

Thought, inspired by imagination, initiative, observation, ambition, self-confidence, enthusiasm, and open-mindedness, will result in someone writing the books, painting the masterpieces, and developing the technological improvements of tomorrow. That someone might be you.

CHAPTER XI

SUCCESS IS FRAGILE—HANDLE WITH CARE

Success is our greatest enemy because it brings into play many mental germs, such as self-satisfaction, intolerance, closed-mindedness, egotism, and uncompassion, which must be destroyed through the mental vitamin of humility and human understanding. Therefore, the worker wants a boss or manager who has not allowed his success to warp his sense of values.

The member of supervision who deserves our greatest sympathy and compassion is the individual who has allowed success to go to his head. The man who has become intoxicated with his own self-importance. The man who has lost his sense of balance and sense of values. The little big shot.

A private in the Philippines saw a figure in khaki passing in the night and called out, "Hey, Buddy, give me a light?" The soldier stopped and held out a lighted match. Raising his eyes to speak his thanks for the favor, the private saw the five stars of General MacArthur and at once apologized. "I beg your pardon, sir. I didn't mean any disrespect, but I did not notice you were a general."

"That's all right," replied General MacArthur, "but you should thank these lucky stars that I was not a second lieutenant."

This story could just as well have been told about some of the little big shots in business.

The supreme test of any man comes with promotion, because when success comes, we must work twice as hard to keep on top of it. Once we allow success to get on top of us, then success becomes our failure.

Bruce Barton says, "Conceit is God's gift to little men."

How often have we heard statements from workers, such

as "It looks like the new boss has a good case of 'Big-shot-itis' " or "He's become so cocky, you can't even talk to him" or "Careful, boys, here comes Mr. God" or "Guess he's forgotten that he was once a worker."

This type of boss is through. He has reached the end of his accomplishment. He is finished as far as future progress is concerned. The man who thinks he has "arrived," who feels that he has accomplished something, hasn't much more to do. He has reached a dead-end street. He has lost the respect and confidence of his employees and other members of supervision by allowing himself to wallow in the feeling of personal satisfaction and accomplishment.

Thomas was promoted to supervisor of his group. He had come up the hard way—from the bottom. There were some men in the group who were better workers than Tom, but his fellow employees considered him "a good Joe," and the foreman of the department felt that this would help Tom develop the teampower in the group.

Tom had never been backward in taking advantage of every opportunity to impress the boss with his ability, but the other workers passed it off by saying, "Oh, you know old Tom. He likes to blow off steam. He's just a blowhard—it doesn't mean anything." They should have known better. Tom's new job went to his head like strong wine, and he immediately took on an air of importance. His "I am boss" attitude soon became noticeable to the men who had formerly worked with him; and even though some of them had more technical knowledge of the work than he had, Tom took every opportunity to impress upon them how much he knew and that things would be done his way or else.

His attitude caused resentment from the men whose confidence and cooperation he needed most. They lost their respect and faith and begrudged doing anything for him. They knew Tom didn't know as much about the details of the job as they did. They felt, "If Tom knows it all, he doesn't need any help, suggestions, or ideas from us." So they closed up.

It wasn't long before the group's work began to show the results of their feelings. Accidents increased, quality and quantity fell off, scraps and rework increased, absenteeism and terminations increased. Tom blamed the men. He barked at them. He paraded his authority before them. He bullied and threatened. But the conditions did not improve. Finally, after investigation by the foreman, Tom was removed as supervisor.

Jeff was promoted to supervisor. Jeff, like Tom, had been a worker in the group; but Jeff, unlike Tom, did not have a big shot complex. He knew his success would depend on proper human relationship with the men. Tom had taught him what not to do in this respect. Jeff remembered the Bible: "Blessed are the meek, for they shall inherit the earth." He did not try to impress the men with his importance. He sought their help and advice. He listened to their ideas and suggestions. He respected their judgment. He gave credit when due. He corrected them properly. He handled them as individuals. He developed teampower. He won their respect, confidence, and willing cooperation.

Jeff didn't stop with being a supervisor. He went on and up. Today he is one of the most highly respected and admired vice-presidents in the company.

All of us want recognition and reward—these are natural human desires. But when promotion or recognition comes, we must not fall into the temptation "to stop and enjoy our small success." The successful supervisor is too busy. He realizes that nothing is so dead as yesterday's news or as quickly forgotten as last year's champion. He hasn't time to stop and gloat over past accomplishments. He's too busy planning ahead, too busy with things yet to be done, too busy to waste time taking bows. He appreciates that by his own efforts he can do nothing. He has humility. He practices selflessness. He realizes that his success depends on the whole team.

The return of the local-boy-made-good is not always the triumph that legend has it. Witness James Lewis Kraft, who, around the

turn of the century, was a clerk in Ferguson's general store at Fort Eric, Ontario, across the Niagara River from Buffalo and near Kraft's farm birthplace. He was obviously a good clerk. Salaries like his—$150 a month—were not paid to poor clerks in 1900.

R. A. Land, a neighboring storekeeper, remembered him very well, and when, years later, Kraft revisited the Land store on a trip home, the elderly proprietor identified him with every sign of pleasure. A good deal of water had gone over the falls during that interval. James Lewis Kraft had founded the Kraft Cheese Company in Chicago. The company's products had reached practically every grocery store in this country and adjacent Canada as well. Millions of dollars in advertising had etched the Kraft name into public consciousness, and J. L. Kraft had every expectation that neither the name nor the products had by-passed the admiring attention of his old friend.

But Land merely said, "Why, hello, Lew. Haven't seen you for years. You still clerkin' up at Ferguson's?"

It couldn't, as the saying goes, have happened to a nicer guy. And it could rarely happen to one better able to absorb the needle of nonrecognition. For J. L. Kraft is a humble man. He is fortified with seventy years of spiritual discipline against false pride. He may head, and have built, a many-million-dollar business, but he has frequently insisted that God really did it.[1]

Can you imagine a real man, a truly successful man, newly appointed to a position of responsibility with any company, entering his new office and smugly saying to himself, "Well, at last I have arrived. I am a success. Now I'm the big shot. Just look at me." No, you can't. No truly successful man would ever say any of these things, even to himself, because in the first place he wouldn't even think such things. He wouldn't believe them himself, because he knows no man succeeds by himself alone.

There is one characteristic which all successful men have. They are universally humble.

Several years ago a great show had taken New York by storm and was sold out six months in advance.

[1] Baum, Arthur W., *The Saturday Evening Post*, Feb. 17, 1945.

It was a great show, well worth seeing, but the most remarkable thing about it was Carl, the leading man.

Many people who knew Carl never considered him particularly great. He was always just about an inch away from success. He had many ups and downs and often he was on the ragged edge.

In those days he was a pretty cocky sort of person. He had a lot of fights and he used to argue with people and drink a lot; also, he had a pretty darned good opinion of himself.

Carl would have told you that there wasn't much of anything he didn't know better than anyone else.

Today, Carl is different. He has changed. He is quiet and modest and talks very little about himself. When asked if it didn't feel great to be such a success, with a faraway look in his eyes, he answered, "Well, it feels great all right. But it makes you kind of scared. Here you work year after year and nobody pays much attention to you, and all of a sudden you wake up one morning and you find yourself famous. It kind of scares you, you know.

"I don't know how it is with others," he continued, "but I think success makes a fellow awfully meek."

If we make a mental survey of all successful people, we come to the conclusion that every really successful person is modest, simple, and meek. Oh, yes, there are a lot of phony successes who go around strutting, letting everybody know what great guys they are. But they don't last long. Just a puff of wind and they are blown back again where they came from and where they belong.

But the genuine successes are different. They worked and fought and suffered for their success. They haven't time to think of themselves; they know that the top of a mountain is always much smaller than the bottom. And they also know that it's very lonesome up there and that you have to be strong to weather the wind that blows on a mountaintop.

This fellow Carl is a real success. Maybe he made all that noise on the way up only because he was scared. Maybe it's like whistling in the dark when you are frightened. And if

you happen to be on the way up—or maybe there already—don't worry if you are a little scared. Because the higher you go, the farther you may fall.

Most men are ambitious, and all of us look forward to the time when we too will be a member of management. Some of us may be of the opinion that the boys on "Mahogany Row" have things pretty soft, with no one to tell them what they can and cannot do, to go and come as they please. But when big men finally arrive at the top, they make every effort to keep themselves human. They do not lose their sense of values and balance or allow themselves to become so wrapped up in their problems and ambitions that they lose touch with their men.

General Dwight D. (Ike) Eisenhower, responding to an appeal for blood donations, stood in line with other volunteers, gave his pint, and, as he was leaving, a soldier recognized him and cracked, "Hey, that would be the blood to get." Said Ike, "If you do, I hope you don't inherit my bad disposition." [1]

The day of the dictator is past. Workers are human. Don't expect them to perform miracles. Their responsibilities and ours are a joint responsibility. Get out in the plant or department often, keep in touch with your men. Set an example of remaining courteous, patient, reasonable, sympathetic, humble, and cheerful.

Those of us who put on a front, who become sold on our own importance, are, in reality, covering up an inferiority complex. We are not fooling anyone but ourselves with our swelled heads. We should ask the good Lord for strength to measure up to the requirements of our increased responsibility.

Have you ever stopped to realize how often you may be the center of conversation in the homes of your employees? Take yourself for example. How often do you find yourself discussing your boss with your family? When a man is

[1] *Time Magazine*, Jan. 29, 1945.

proud of his company and his conversation at home is filled with respect and enthusiasm for his boss, you will find a boss who not only knows how to handle men but has success under control.

In war or in business, victory or success has never been won by the selfish exploits of any one man. Red Grange would never have made the headlines except for Britton, who ran interference for him. Even Edgar Bergen had to have Charlie McCarthy in order to hit the top rung on the ladder of radio success.

CHAPTER XII

ACCENTUATE THE POSITIVE

Johnny Mercer and Harold Arlen's song, "Ac-cent-tchu-ate the positive, e-lim-my-nate the negative, latch on to the affirmative, don't mess with Mr. In-between," expresses in simple words the best-known formula for success which is measured by the degree of thought and expression given to positives or negatives. If our negative thoughts and actions outweigh our positive thoughts and actions, we fail. If the positives outweigh the negatives, we succeed. It's a matter of positive thinking that results in positive action—not by following the lines of least resistance. Therefore, accentuate the positive.

Mind and body are inseparable. Every thought that enters the mind tends to express itself in action. A man cannot think negative thoughts and, at the same time, deliver positive action. Neither can he think positive thoughts and express negative action.

If our thinking is dominated by fear, we advertise to the world by our actions that we are fearful. If, on the other hand, our minds are filled with courage and self-confidence, our actions shout to the world that we are courageous and confident.

There is no power on earth by which a man can do anything when he thinks he can't. No man has ever become successful who continued to keep himself in an atmosphere of failure. The supervisor or manager who talks failure, who thinks failure, and who acts failure will fail, because his conversation, thinking, and actions will indicate loss of confidence in his own ability. He lacks the first attribute necessary for success—self-confidence.

No employee can have respect and confidence in the supervisor or manager who lacks self-confidence or faith in himself.

Our only inferiority is that which we put in ourselves mentally. Determination, self-development, knowledge, application, understanding, and just plain guts can rid us of this mental negative. Wishful thinking will not help us. It takes planned action, continuously followed.

Marshall Field, the successful Chicago merchant, started out as a clerk in a small department store in Pittsfield, Massachusetts, where he might have remained had he not been fired with ambition and determination and a feeling that if other men could be successful, so could he. Marshall Field was not fearful or negative-minded. He was *confident* and *positive*. He had a strong *desire to improve*, which he never lost. He knew, however, that desire was not enough. He must have *ability*. This he acquired by *faithful* and *constant study*. He studied his people. He worked behind the counter to keep in touch with his customers. He learned what they liked and what they did not like. He studied finance. He studied advertising. He studied materials, furs, leather, woods, and novelties. He studied the methods of other successful merchants. But the important point in the life of Marshall Field was that he never ceased studying. Consequently, *he eliminated the negative of fear by substituting positive knowledge* and *understanding*. He eliminated any feeling of inferiority or lack of self-confidence by taking positive action.

If there is anything about our job or people which we fear or which gives us a feeling of inferiority, it is because we lack knowledge and information. We fear the thing which we do not know.

Fear is interest you pay on trouble before it becomes due.

Knowledge is the antidote for fear as surely as light is the antidote for darkness. Complete knowledge is necessary—not partial understanding. Therefore, "don't mess with Mr. In-between."

George was, technically, a brilliant man. At twenty-eight, he held an important post with one of America's largest and most successful manufacturers. But George failed as a leader

of men by allowing his youthfulness to become his mental hazard. He developed a case of inferiority, and he believed that the only way he could overcome this negative of youth, which existed only in his own mind, was to bark and growl and to keep away from any friendly contact with his men. By taking on this air of being perpetually grouchy, George soon forgot how to smile. He always walked through the plant with his head down and a frown on his face; yet, regardless of the efforts his men put forth to be pleasant and friendly, he never budged from his negative attitude of being cold and sore at the world. He was the ideal picture and example of "Mr. Gloom."

The Chinese have a proverb: "A man who cannot smile should never open a shop."

George failed to realize that a smile costs so little but means so much to an employee. He also failed to realize that, regardless of his youth, his men would have loved and respected him the more for it had he only met them half way with friendliness and human warmth.

George also failed to realize that it was his negative attitude and coldness which turned his men into robots. He broke their spirit. They worked for him, not with him. Teampower, loyalty, and ambition disappeared. Grievances increased. Absenteeism and termination from his division became the highest in the plant because the boss would not be human. He could not smile. His entire approach was negative. Consequently, he did not inspire the enthusiasm of men. The ice water in his veins left them cold.

Nothing inspires men so much as enthusiasm, and no man reaches his peak of effectiveness without it. Successful industrial organizations are made up of enthusiastic men. Supervision needs the enthusiastic support of its people. They in turn need the enthusiastic leadership of supervision.

Enthusiasm and the warmth of a smile are to a man what water and sunshine are to a flower. Water and sunshine bring flowers to full bloom. Enthusiasm is the bloom in men's hearts.

Enthusiasm causes the small, unheard-of college football team to rise to unprecedented heights and drag the powerful, big-time-favorite university team down in defeat.

Enthusiasm is what made an American general say "nuts" to the German general who demanded, "Surrender or be annihilated."

Enthusiasm generates teampower and spirit in a group, department, or company. It creates a tidal wave of positive thinking and action which can completely inundate a continent of problems and obstacles.

Enthusiasm is the result of positive leadership and an aroused interest, which will spur men to acquire complete understanding and knowledge in order to accomplish successful results. Therefore, the employee who is thoroughly sold on his job, who has a deep feeling of interest in his work, the department, and the company, plus knowledge and positive leadership will develop a high degree of enthusiasm when he sees these positives bearing the fruit of successful accomplishment.

Here we find enthusiasm based on *leadership*, *interest*, *knowledge*, and *accomplishment*. When one or more of these factors is missing, a man will not be enthusiastic. For example, a worker may be interested in his work, but if he doesn't have knowledge and leadership, he will not be able to accomplish successful results; consequently, he will not be enthusiastic. A worker may have positive leadership and knowledge of his job and accomplish satisfactory results, but unless he has a deep interest, he will not generate enthusiasm. There is no such thing as lukewarm enthusiasm. It is wholehearted or none. It becomes our responsibility to develop the missing quality in our people, and by our leadership, inspire them to enthusiastic effort.

Some men never develop interest in their work because they have never been sold on the importance of their job. Statements made by employees, such as "Oh, what's the use; nobody seems to take any interest in what I do" or "Any moron can do this work" or "My work isn't very important;

I'm only a riveter" or "The boss says do it, so I guess we'll have to do it" should warn us of the negative mental attitude and lack of interest in the employees' minds.

Statements from supervision, such as "All you need on this job is a strong back and a weak mind" or "That job doesn't mean anything" or "Anyone can do it," indicate that supervision isn't sold on the importance of the job. Therefore, how can they expect employees to develop interest and enthusiasm when they don't have proper respect for the work or department? Such statements indicate a negative mind. Supervision must set the example. We must wash the negatives from our mental linen.

Every job in every plant, from the janitor's right up to the president's, *is important.* It's our responsibility to make the employee see and appreciate that importance; otherwise, we shall have uninterested workers and, consequently, no enthusiasm.

Ethel worked in a large aircraft plant on the West Coast. One afternoon she went to her supervisor and said, "I am going to quit." When asked why, she said, "I don't think my job is so hot. I'm just a riveter and any moron can do that kind of work."

Ethel's boss could have said nothing and allowed her to terminate, but he was sold on the importance of the work in his department and he was burning with enthusiasm; so, instead of taking the line of least resistance, he said, "Ethel, you have one of the most important jobs in the plant. Our department is one of the most important departments in the plant because everything relative to the success of our company centers in our department.

"Suppose," he continued, "one of our planes out in the South Pacific gets on the tail of an enemy plane. Then, just when the pilot has the enemy in his sights, a rivet gives way. At the speed he may be traveling at the moment, other rivets might tear out. This could cause the entire skin to rip loose. Our plane and pilot would be knocked out of action without an enemy bullet getting close to them. The pilot might even

be killed. It would be just the same as if we had put a bullet in the back of one of our own men and destroyed our own plane. That's why," he said, "every rivet counts. Even though everything else on the plane may be perfect, it doesn't mean a thing unless the rivets are in right. That's the reason our work is so important."

Ethel answered him, saying, "You know, I never looked at it like that before, but you're right. I'm not going to quit. I'm going back on the job and make doubly sure those rivets are put in right."

Ethel went back to work. She told other employees of the talk she had had with the boss. It wasn't long before a wave of enthusiasm swept through the group which affected the whole department. Everyone developed more interest in his work because, possibly for the first time, he realized the importance of the work. Inspectors commented to the superintendent that the riveting of this particular group was the highest quality of workmanship in the plant.

All this was the result of, first, the supervisor's being sold on his job and its importance and, second, his being able to transmit his enthusiasm into the minds of the workers. He and the employees "latched on to the affirmative."

Every job can be dramatized, romanticized, and made important in the mind of the employee if supervision looks at the organization picture as a whole and not upon his group or department as being sufficient within itself. We are all a part of the big picture, each important to the finished job.

A successful sales manager would never knowingly allow a salesman to call on prospects and customers unless the salesman had *knowledge of the product* and *service* offered by the firm, plus an *enthusiastic interest in both.* A good salesman knows that his firm and its products are the best—not just as good, but better than his competitor's—and he knows why. When he believes this, nothing can stop his enthusiastic appeal.

Hank was only twelve years old when he started selling *The Saturday Evening Post* in Temple, Tex. Before sending

him out for the first time, his boss, the *Post* distributor, had a long talk with Hank. In part, he said,

"Hank, selling *The Saturday Evening Post* is a very important job. It will bring you in contact with many nice people and some important businessmen. But, so far as they are concerned, *you* will be *The Saturday Evening Post* in their minds. They can't see the big Curtis Publishing Company way back in Philadelphia, but they will see you—the *Post* representative. Therefore," he continued, "you are our only contact with the public; and as far as we are concerned, you are the most important employee we have, because if people like you, they will buy *The Saturday Evening Post*, which means they will like us. When that happens, we both win."

Hank never forgot this talk with his first boss. In later years he always carried out the spirit of this conversation with people under his supervision. This probably accounts for Hank's great ability to generate and inspire enthusiasm among men. Today he is one of the country's most successful sales consultants.

This philosophy can bring the same successful results in the shop. Every worker can be made to feel that his job is the most important job in the plant when we point out how all other operations depend upon his work. When you make a man feel that he counts for something, you increase his interest and enthusiasm.

The bat boy with a big league baseball team has a little job, but it is very important to the team. Small jobs, like small men, are worth whatever value we place on them. The life ambition of Chico, the principal character in "Seventh Heaven," was to be a street cleaner, but he wanted to be the best street cleaner in Paris. His enthusiasm, continually expressed by his saying, "I'm a very remarkable fellow," lifted him mentally from the world of small men.

Can you imagine men enthusiastically following General MacArthur if he and his officers lacked military knowledge? The result of such a condition would be the difference be-

tween an unruly mob and a highly trained, effective combat team.

If the worker lacks knowledge, it is our responsibility to see that he is given the necessary training to ensure complete knowledge and understanding of his work. This is a *must* if we want enthusiastic workers.

Every soldier, sailor, and marine is trained and made to appreciate that the *success of an entire operation depends on each individual man.* This approach must be used in industry.

Men are not "just janitors," "just clerks," "just salesmen," "just mechanics," or "just employees." They are people, doing part of a job which, when added together, means the success or failure of any company. They are important—just as important as you believe them to be. If you believe they are not important, try to accomplish something without them. There is unmined gold in every man and every job, but it takes a positive mental shovel to work this gold mine.

We kill negatives by practicing the positive. It becomes a process of substituting and eliminating.

Successful men know that they must apply their mental energy to the job to be done rather than worry about their ability to do it, because any inferiority or negative mental attitude which they may have toward anything is nurtured by too much thinking about themselves and their personal power.

We kill pessimism by seeking out the good instead of the evil. We see the doughnut—not the hole. We find ways and means of accomplishing what, to others, may seem impossible.

Two men walked into a kitchen one evening. On the table was a bottle of whisky. One man looked at it and said, "My goodness, it's half empty." The other man said, "Thank goodness, it's half full."

Both men expressed their mental attitudes. One was optimistic. His statement was positive; he saw the bottle

as being half full. The other man was pessimistic. He saw the negative; to him the bottle was half empty.

This verbal expression of a negative, pessimistic mental attitude is expressed every day by so-called salesmen when they say, "You don't want any so-and-so today, do you?" Only one answer can be given to that type of negative thinking. The salesman put the answer in our minds. That answer is a big "No."

Witness the approach of Peter, who is an optimistic, positive-thinking automobile salesman:

"Mr. Smith, I don't know what your plans are relative to investing in a new car today, but I do know that men in your position don't get along without them. Therefore," he continued, "if I can show you an automobile which will satisfy all your demands for beauty and quality, and demonstrate to you a car which will give you the greatest operating economy, plus greater safety and roadability, combined with great mechanical perfection, you would be interested, wouldn't you?"

Regardless of whether you may or may not be interested in buying a new car today, you can't help giving this enthusiastic, optimistic-thinking salesman a hearing, because he did not use a single negative statement in his approach. Another point to note is that the salesman talked only of Smith's interests.

This principle can be applied successfully in selling management's plans or ideas to workers by making your appeal positive and optimistic, plus selling the employee on his personal gain or advantage in accepting your plans or ideas. All of us will go along with plans and ideas when we see personal gain to be had.

We kill the negative of harshness by practicing kindness. We eliminate discourtesy by being courteous. We destroy inaction by substituting initiative. We kill laziness by continually hustling, by doing the thing that needs to be done, whether we like it or not. We destroy bad human relations by substituting sympathetic, humane understanding.

These things may be difficult at first, but they can and will become habits through continuous application; and once these habits have been formed, it will be just as hard to revert to the old negative ways of thinking and acting.

You cannot make your mind think positive thoughts. It will only become positive when you remove the negative obstacles to positive thinking.

Get in a positive rut. "Latch on to the affirmative, don't mess with Mr. In-between." It may revolutionize your life, income, and possibilities.

CHAPTER XIII

GUNS OF SUPERVISION NEED AMMUNITION

Ammunition of Authority

A sixteen-inch battleship gun without ammunition would be about as effective in battle as a man in industry who is held responsibile for an assignment but who is given no authority to get the job accomplished or to reach management's objectives.

Management cannot honestly expect men to shoulder responsibility and come through with satisfactory or successful results when they are not given full authority to carry out their duties and assignments.

Some members of management, in their eagerness to do their job, become sold on the adage, "If you want a job or thing done well, do it yourself." Consequently, they become about as effective as a one-man band. They beat the snare drum with one hand, play the accordion with the other hand, beat the bass drum with one foot, crash the cymbals with the other foot, play the harmonica with their mouths, and squeeze the concertina between their knees. They want to be the whole show but usually wind up making a lot of noise and not much harmony.

General George Marshall, Chief of Staff of the United States Army, in order to get a job done and win the war *had to delegate responsibility and give men full authority* in carrying on the war in their respective fields of action. That is the reason it was necessary for him to have General MacArthur in the Pacific, General Mark Clark in Italy, and General Eisenhower in France. General Marshall was still the boss charged with the full responsibility, but he delegated this responsibility, in smaller parts, to other men, thereby con-

serving his time and energy for supervising the over-all conduct of the war.

The nation would have been in a bad state of affairs if General Marshall had tried to do everything himself. So would Paul Whiteman if he tried to play every instrument in the band instead of directing the efforts of other men.

The same principle applies to men in positions of industrial management who try to keep all the details of their job at their fingertips, who insist on being in on every operation, and who refuse to delegate responsibility with authority. They may do very well in handling a small group or department, but what happens when they are promoted to higher positions where they are responsible for several groups or departments? They usually wear themselves out trying to do everything. Consequently, we must delegate responsibility and authority in order to get the job done. No quarterback can play every position on the team. No successful manager can, personally, do everything himself. Most supervisors and managers who fail in industry do so because they are not able to delegate responsibility and authority to their subordinates.

The manager fails when he does not give his subordinates full authority to produce according to schedules, to develop higher quality, to inspect, to hire and fire, to give raises, to give commendation notices, to give reprimands, or to see that company policies are carried out. Only by delegating authority can he devote most of his time to coordinating the efforts of all employees and supervising their performance in properly discharging their duties and responsibilities.

A sales manager would fail completely if he held his men responsible for sales but refused to give his men authority to quote prices, discounts, make appraisals, adjustments, or close the sale.

The manager who is unable to delegate responsibility and authority to his lieutenants, admits to top management that he does not have dependable men in the key and responsible spots. There is only one answer to this problem. As man-

agers, our first responsibility is to build dependable men. That is the principal reason for having managers.

Harry Woodhead, president of Consolidated-Vultee Aircraft Corporation, San Diego, Calif., in a talk before the National Association of Foremen's Conference in Columbus, Ohio, in 1944, said, "Indispensability is the greatest enemy of promotion. The reason I left the steel industry and entered the aircraft industry was that I could leave my steel job for three months, and no one would ever miss me—that's organization, gentlemen."

No man has ever suffered because his department was so well organized and ran so smoothly that little or no supervision was needed. Management recognizes this organizing ability in its supervision over and above all others. This is the result of proper delegation of authority and responsibility. It indicates that we have developed dependable men for responsible positions.

Donald was selected as manager of the Army Service School of a large Western aircraft company. When he reported to Mr. Blank, his immediate supervisor, he said, "Mr. Blank, I am ready for my new assignment, but would like to know how you want the Army Service School conducted."

Mr. Blank replied, "Donald, you have never worked for me before, have you?" Donald answered that he had not.

Mr. Blank continued, "You were chosen for this job because we thought you capable of handling the responsibility, so let's start from that point. The school is dirty. They have had some labor troubles with civilian instructors. The place, in general, needs a complete going over. It needs management. I don't care how you do it, but you have full authority to do everything you feel necessary in order to make this the finest school in the country. I won't interfere, but if you run into trouble, come and see me. Good luck."

Donald took over, and because he had the ability, plus full authority, it wasn't long until the school was on its feet. It became the finest school in the country, and Donald was

given full credit by Mr. Blank for successfully shouldering his responsibility and properly exercising his authority.

Every employee in an organization from the top to the bottom must be given authority commensurate with his responsibilities. When a man is held responsible for results, he must be given every freedom to use his brain and initiative to accomplish the results expected of him.

Donald was qualified for the job and was given authority commensurate with his responsibilities and the freedom to exercise his own brain in order to achieve the results expected of him.

Don't chain yourself to the shackles of indispensability by holding on to all the little petty details of your supervisory job. Build better men to carry this load for you and you will advance. The smoother the department runs, the farther you go. Your ability to organize and develop people is the most valuable ability you can possess.

Load the gun of supervision with ammunition of authority.

Ammunition of Courage

During lush boom periods, better known as "a seller's market," many men are successful in spite of themselves. When the emphasis is on more and more production to keep up with a bottomless well of consumer demand, men often rise to the top because of a shortage of better men. Sales departments yell to production departments, "We can sell anything and everything you build!" The only problem during such periods is how to build more. Consideration for cost of operation, cost of overhead, cost of inefficient supervision, cost of materials, cost of man-power turnover means less and less as the roar for more of this and more of that increases.

But what happens when this Niagara of demand stops? What happens when the production departments say to the sales departments, "We can build anything you can sell"? What happens to considerations of cost of operation, cost of overhead, cost of inefficient supervision, cost of materials,

cost of man-power turnover? These considerations mean more and more as demand for our products becomes less and less. When we hit a tough competitive market, we need brains and courage instead of brawn and cockiness.

We cannot allow ourselves for one minute to think that the coming postwar prosperity will not mean, more than ever, survival of the fittest. Competition, as a result of enlarged capacity of plants and sharpened appetites of the public for better things, plus increased skills in labor and an adequate supply of all kinds of materials—natural and synthetic—will be keener than anything we have ever known.

Keener competition, both at home and abroad, between men, machines, material, and money is unavoidable after this war, and, as always, success will come to the strong and alert. Postwar industry will need men who have courage, men who have ability to keep on "keeping on" in spite of momentary obstacles and difficulties which may confront them.

Men who in the past have had little time for training, human relations, cost improvements, or better utilization of men, machines, materials, and money will, because of excessive competitive pressure, fall by the wayside unless they become courageously stouthearted and longheaded in finding a way of meeting these new situations. They must rise to new heights of accomplishment in order to hurdle the resistance and obstacles which they will encounter in a highly stimulated, competitive market.

We will need to be more courageous than ever before in throwing off the mental shackles of the past when we come face to face with future competition between the men, materials, machines, and money.

The business streets of the world are getting more narrow. Traffic is getting heavier and heavier. It will take a brave, clear-thinking man to cross these busy industrial highways of tomorrow.

Jim Corbett, ex-heavyweight champion of the world, was asked many years ago to give his definition of success. The

answer he gave was very interesting and true. It is applicable to any walk or station in life. It is especially applicable today. Corbett said, "Any man can be a success if he has taught and trained himself to get up off the floor and fight *one more round.*"

Forward-looking, courageous management will accept a knockdown or a temporary obstacle or a problem as a challenge to greater effort, an opportunity to apply new ideas and fresh thinking to old problems and to achieve results hitherto thought impossible.

Are your courage and vision adequate for the future? Only you can answer this question. Time alone can judge whether your answer is right or wrong. Build up a good-sized ammunition dump of courage for tomorrow's battle with competition through better understanding of how improved human relations can give you full utilization of men, machines, materials, and money in the postwar world.

Ammunition of Decision

The supervisor or manager who procrastinates and vacillates, who blows hot one day and cold the next, who never seems to be able to make up his mind, who is unable to make a decision, is about as effective in leading and directing men as wet powder would be in battle. The result of both is the same—no action.

Many members of top management admit that their greatest difficulty in placing men in management positions is to find men who will stand on their own feet. Men who will act. Men who will think their problems through clearly and open-mindedly and then, without fear of results, render decisions.

There are only two real reasons why a supervisor or manager will not render a decision to an employee. It may be due to supervision's not having authority for making certain decisions or it may be due to fear of making a mistake.

Any member of supervision who hasn't the authority for making decisions on certain problems can always appeal to

higher supervision, who does have the authority, and secure an answer. Not to secure and give answers to the worker weakens supervision's leadership over men.

No man is expected to know all the answers, and no one can be censored for not knowing. But the supervisor lays himself wide open for criticism from the worker, as well as top management, when no effort is made to find answers upon which correct decisions can be made.

If we fail to render a decision because of fear of making a mistake, we are admitting to ourselves that we don't know our business.

Nothing is so discouraging to a worker as a boss who stalls or who shows the slightest signs of uncertainty when called upon to decide a problem. This way of handling people is fatal to one's prestige as a supervisor or manager.

The baseball umpire who gives one decision one minute and then changes it a moment later when the opposing team or the crowd begins to yell might do all right for a while in the bush league, but he will never reach the big league.

The employee wants a boss upon whom he can depend. Therefore, clear thinking is essential to positive leadership, because decisions based on guesswork are of no value in building good human relations if we are to establish a record of dependability.

We can eliminate many haphazard decisions by following a simple formula: (1) secure a clear statement or mental picture of the problem to be decided; (2) gather all background information relative to the pros and cons of the problem; (3) analyze every detail of the problem as to how, when, what, where, who, and why; (4) determine the negative results which might occur from your decision as well as the positive results; (5) arrive at conclusions after considering fairness and effect on company and employee; (6) act—render the decision.

In practice, here is how this simple plan can be made to work effectively:

Edith was one of fifty-five office employees working for a

large wholesale hardware company under the supervision of Mr. Black, office manager. One Monday morning Edith walked into his office and said, "Mr. Black, I have been with the company over a year, and I think I'm entitled to a raise. Some of the girls who haven't been here as long as I have have been given raises, and I don't think it's fair."

If Mr. Black had followed his first inclination, he might have fired Edith from the company; but he understood his responsibility in such a situation. Consequently, he did not dodge the issue when he said, "Edith, maybe you're right. Give me a few days to look into the matter, and if we haven't been fair to you, perhaps we can do something about it."

Wednesday morning Mr. Black called Edith into his office. On his desk lay copies of her progress reports for the past six months, together with other data taken from her personnel record. "Edith," he said, "as I promised, I have gone over your progress reports and personnel file very carefully. Perhaps it would be a good thing if we went over them together, because I believe you will be interested in knowing how the company has rated and graded you during the past six months. What do you say?"

Edith replied, "Yes, I am interested in knowing how I rate with the company."

Mr. Black picked up Edith's records and said:

"Your grades on quality and quantity of work have been very high—in fact, they rate close to the highest in the department—and you are to be complimented on that part of your record. But," he continued, "during this period you have averaged one and one-half days' absence every two weeks, which has affected your rating on reliability. All other employees have an average of one day per month absence during the past six months. That doesn't look so good, does it?"

Edith answered, "No, I guess it doesn't."

Mr. Black continued, "During the same period, it was necessary at various times to ask some of the office personnel to work overtime in order to get out rush work. You were

asked three times to help out with these emergencies, and each time you refused. Consequently, your rating on dependability and cooperation suffered. However, your grades on attitude and initiative have been fair, which isn't so bad; but a person with your capabilities for high quality and quantity of work certainly shouldn't allow excessive absences and an unwillingness to cooperate in cases of emergency to continue to retard your progress. But, you are the only person who can lick those negatives. Edith," he questioned, "in view of the record, if you were in my shoes, what would you do?"

Edith replied, "Mr. Black, I would rather not answer that, but if I eliminate those excessive absences and improve on those other personal qualities during the next six months, would you consider me eligible for a raise?"

Mr. Black answered, "I will go you one better than that. If you lick those things which are holding you back, I will give you a raise at the end of three months, because I believe you can be one of our most valuable employees if you want to be. How about it?"

"Just watch me get those things straightened out!" Edith replied.

That was five years ago. Today Edith is one of the company's most valued employees. Her ratings on attitude, dependability, cooperation, attendance, initiative, performance, quality, and quantity of work have been the highest of the fifty-five employees in the department. She is now in charge of the comptometer group.

If you will analyze Mr. Black's handling of this problem, you will notice that he arrived at his decision after following the six simple steps given in the preceding formula.

Supervision is the umpire of industry and must call the balls, strikes, outs, and runs for their team. They must decide how the efficiency of this group, department, or company can be increased; how employee problems are to be solved; how to get more out of materials, space, machines, time, and

brains; how to make old methods better; how to improve quality and quantity; how to ensure safety.

Many men go to seed in the garden of opportunity because of their inability to think clearly and render decisions promptly. They play safe by rusting out instead of wearing out. They wait until they have reached the end of the road before deciding which way to go. They are double-minded, half-hearted bosses; a compromise between success and failure—not a failure, not a success—just a compromise.

Supervision can always give their opinion of a situation or problem. They can tell what they think, just so long as the opinion is their own. Even though there will be times when they may be wrong, few men have ever been fired for being wrong when they did what they honestly felt was right. But if their answer or decision is given merely to please someone, either above or below them, results will be detrimental to good human relations.

The leader who has the strength of his convictions and who proceeds to carry out his plans with sureness and confidence, based on complete knowledge and information, has stepped a long way in winning the respect and confidence of those beneath him as well as those above him.

Men will follow supervisors and managers *who know their business, who have confidence in themselves,* and *who will make decisions.*

When men accept the responsibility of leadership, they also accept the responsibility for decision and action. If their decisions are wrong, they accept that responsibility just as quickly as they accept the credit when their decisions are correct. They keep their powder dry and are not afraid.

Ammunition of Loyalty

Loyalty is the war head in the torpedo of supervision's ammunition. It is that indefinable something that flows voluntarily from the hearts of men as a result of their faith, respect, and confidence in the company and its management, the effect of which acts like a high explosive or com-

pound charge of TNT in lifting a group, department, or company into the stratosphere of accomplishment.

No company can succeed without loyal employees any more than the holy bonds of matrimony can remain holy without wholehearted loyalty between a man and his wife. However, some members of supervision and management seem to labor under the delusion that loyalty is something which only concerns the employee. Loyalty is a two-lane highway on the avenue of human relations. Supervision and management must earn the loyal support of their people; it cannot be requested, demanded, or bought. There isn't enough money in the treasury of any company to buy the loyalty of its employees. It must be given. It must come from the heart.

The management of a large eastern manufacturing company appointed Walter manager of manufacturing. To all outward appearances, Walter was doing an excellent job. Then for no announced reason, he was set back to assistant manager. Young Paul, assistant to the president, was appointed manager, although he had had no manufacturing experience. This move was a mystery to everyone in the plant, and the men questioned its logic.

Six months later Paul was moved to another division and Walter was again appointed manager of manufacturing. This move restored employee morale and loyalty somewhat, because the employees felt that a mistake had been corrected.

Two months later Walter was again demoted to assistant manager when another man on the president's staff was appointed manager of manufacturing. This move blew up plant morale and loyalty as completely as if a blockbuster had been dropped into the middle of the plant. Everyone was asking, "Can't management make up its mind?" "Don't they know how to run a business?" "How long will this last?" Walter resented the manner in which he had been handled and, being honest and proud, felt that inasmuch as

he could no longer remain loyal to a company in which he had lost faith, respect, and confidence, he had only one alternative, which was to resign. This he did.

The company experienced the most costly, negative human relations reactions in its history. Employees resigned; old customers, hearing what had happened, lost confidence in the firm and closed their accounts. It finally became necessary for the board of directors to make a change in top management in order to correct the morale-destroying mistakes which had been made.

Since supervision and management are human, mistakes are occasionally made which have a tendency to tear down rather than build up. Since workers and employees are also human, they will understand and forgive these mistakes, unless they become too numerous. However, serious mistakes on the part of executive management may undo and destroy a large amount of employee morale and loyalty.

Employees give their loyalty to supervisors who have earned it by winning the respect, confidence, cooperation, trust, and admiration of their workers through fairness, impartiality, honesty, open-mindedness, and human understanding.

Men may follow men for a short while through fear. History is filled with such cases, but no permanent loyalty has ever been generated in the hearts of men through fear leadership. Many men followed Hitler because they were afraid; but every one of them, had they dared, would have enjoyed sticking a knife in his back. No one can be loyal to anyone he fears.

As members of management, we must, by example, give our loyalty to those above as well as those beneath us. We cannot expect people under our supervision to be loyal to any company plan or policy when we are disloyal. We cannot expect confidence, respect, cooperation, and trust from our workers unless we handle them with confidence, respect, cooperation, and trust.

No obstacle is too great and no mountain of problems too

difficult to climb when we have loyal men in our groups, departments, and companies.

When supervision makes an investment in the "securities" of "handling people as individuals," "seeing things from their angle," "giving credit when due," "leading instead of driving," "advising them of changes which affect them," "correcting them properly," etc., supervision cashes a never-ending "dividend" of loyalty and good human relations.

Men must have someone or something to which they can be loyal. Loyalty begins at the top with supervision and management.

Leonard was superintendent of the electrical maintenance group of a radio manufacturing company. Bob, the chief electrician, came to him one day and asked for a salary increase. Leonard felt that Bob was being adequately paid, but instead of telling him that he was receiving all that the job was worth, the superintendent promised to take the matter up with management and then promptly forgot it. Two weeks later, when Bob again questioned him, Leonard stated that management would not approve the increase.

Bob's loyalty to the boss and the company vanished. He became a clock watcher and degenerated into a below-average worker. The superintendent felt that Bob's lack of interest and decline in productiveness merely confirmed his original opinion that Bob was being adequately paid, never once thinking that by better handling of the situation he might have brought out greater ability in Bob and made it possible to pay him more money because of his increased productivity for the company. The superintendent never dreamed that he was the cause of Bob's loss of belief and loyalty.

Loyal support of men cannot exist where a feeling of injustice prevails. We must protect the interests of the employee. We must put the welfare of our people above company profits, which will take care of themselves when we have the sincere loyalty of our workers. Therefore, don't spike your guns of supervision with actions which destroy morale and

loyalty. Remember, we can't buy the wholehearted support of men. We must earn it.

When we load our supervisory guns with the ammunition of authority, courage, decision, and loyalty, we are prepared to meet the known and the unknown prospective postwar demands of industrial supervisory competition.

CHAPTER XIV

VITAMINS OF HUMAN UNDERSTANDING

As a result of talking with thousands of workers and watching hundreds of supervisors, foremen, superintendents, and other members of management going about their daily work of supervising, we are compelled to come to the conclusion that many members of industrial supervision and management have been negligent in their duty and responsibility of building good human relations and better human understanding with their employees.

Perhaps, because of the ever-increasing demand for more and more production for war, too many of us have focused our full attention on solving the technical problems of purchasing, engineering, production, sales, and administration in order to satisfy this demand, forgetting that, although technical knowledge and skill are important, three-fourths of our job and our success in war or peace lies in solving problems in the field of human relations. Therefore, an intellectual rejuvenation, through a prolonged diet of mental vitamins, may revive the dormant realization that our people are our most important asset.

Workers can think, act, and create for themselves. Some can lead others. Some can only follow. Standards of intelligence are as variable as the winds. Therefore, it becomes increasingly apparent that men should be handled by experts. The human engineer must take his place in industry beside the technical and mechanical engineer.

Frederick C. Crawford, president of Thompson Products, Inc., of Cleveland, said, "Unless we get complete understanding in employee relations, we may lose these freedoms we're fighting for.

"The American worker is a good, loyal workman," Crawford went on, "but he's susceptible to emotions and he follows leadership, good or bad. Now let's make it positive, through vice-presidents of human relations, that statesmanship in industry will create constructive leadership."

So much has been said and written on human relations and the proper handling of people that one hesitates to say or write anything further on a subject which has been so widely discussed, yet in which so little has been accomplished because of poor, if any, application of generally accepted principles. However, these human relations techniques are important and cannot be shelved, because the principal interest of industry is not purchasing, engineering, production, sales, or administration. The principal interest and commodity of any company is its people—the workers. Without people, we could not exist, and all these other interests would have no meaning.

We may find a partial answer to this problem of building better human relations when we know what is on the worker's mind; how he feels about things. What is his mental attitude? How does he feel towards his boss, and why? How does he feel about his job, his fellow workers, and the company? His feelings and mental attitudes are our responsibility.

The worker can face almost any kind of obstacle except the broken relations between himself and his supervision or between himself and his fellowmen. Lack of human understanding stifles initiative, enthusiasm, ambition, confidence, faith, trust, and loyalty. It destroys men mentally.

The manager or supervisor who is not interested in his men has the greatest difficulty in industry and provides the greatest injury to others. It is from among such management that human failures spring.

If for no other reason than a purely selfish one, we should be interested in our fellowmen—our workers—the people who make the wheels go round.

In every plant there exists a prevailing morale to which workers will conform. One can get the feel of employee morale the very moment one becomes acquainted with the plant. If the prevailing morale is high, then the workers and supervisors will tend to rise to that level. If it is low, the reverse is true. It is morale that really makes the worker tick.

Regardless of how much power is generated by top management, regardless of the financial strength of an organization, regardless of the material assets of a company, *it is necessary that we build proper human understanding and better human relations in order to get the job done and make the wheels go round.* However, whatever we expect of the worker, the example set by us determines what we receive.

Carnegie Institute of Technology revealed by research and study that 13 per cent of a man's success depended on his technical knowledge, while 87 per cent of his success was due to his skill in human engineering and the ability to lead people.

Supervision need never worry about their future success if they are able to understand and handle men, which *is* their responsibility.

If we trace the troubles which afflict most of us, we shall discover that our most disturbing problems, as well as the little nagging ones, have their roots in human relations. Supervision and men always think better, work better, and see more clearly when there is human understanding.

It is not difficult to deal with human relations problems, but we have neglected them so long that they may seem more difficult than they really are. Human relations in industry have today become important not because of any fundamental change in life but because they have always been important. Heretofore, we may have failed to recognize their importance and their relationship to higher quality and quantity of production, as well as better public relations.

Human Relation Vitamin A—Circulate

Don't fence yourself in. Get out into the department, into the plant, meet your people. Let them know you. Give them a chance to feel your leadership. It may seem like nonproductive work, but it will bear more and better fruit of human understanding than a thousand letters or bulletins. Get up and get going.

Human Relation Vitamin B—Be fair and impartial

There is one certain way of getting the most effective results from this human relations vitamin, and that is to treat everyone alike with relation to fairness and impartiality. Don't make men feel that they have to be on the inside or have to marry the boss's daughter in order to get a square deal. Don't play politics or allow your men to play both ends from the middle.

Human Relation Vitamin C—Handle them as individuals

Through individual handling and understanding, we destroy the worker's feeling of inferiority and build self-confidence. Men are somewhat like the strings of a harp. Each string produces a different tone. Each string is different in size, length, and resonance. Each has its own value and contribution to make toward the harmony of beautiful music. Men too are different, and their individuality must never be crushed or buried by nonrecognition of that fact.

Human Relation Vitamin D—Lead them—don't drive

Perhaps the greatest criticism made against supervisors and managers by employees concerns the bossing and driving of workers. Men give positive response, and human understanding between management and men matures to a full bloom when the feeling of *working with* instead of *working for* is made evident to men through the example of supervision's humane leadership. Create in the worker's heart and mind an eagerness to come to work and a reluctance to leave the work through the development of the spirit of "we," not "I."

Human Relation Vitamin E—Keep your promises

One of the most effective mental stimulants toward building respect in the minds of men is to be known as a manager who keeps his word. Perhaps one of the things that will long be remembered about General MacArthur was his promise when, by presidential order, he had to leave the Philippines to the mercy of the Japs. He said, "I will return." He kept that promise. History may eventually record that promise along with George Washington's legendary remark, "I cannot tell a lie."

Human Relation Vitamin F—Tell them in advance

One of management's greatest mistakes is that of not giving men advance information relative to changes which affect them. Nothing can so completely demoralize a man's faith and confidence in his supervision as this unreasonable lack of consideration for the employee's feelings. Yet, even today, too many members of supervision persist in adopting the attitude of "take it or leave it." Employees may take this pushing around for a while, but eventually management will pay a heavy cost in poor workmanship, increased scrap and rework, less quality and quantity, and downright resentment from employees who will rebel against this type of inexcusable handling.

Human Relation Vitamin G—Correct them properly

Properly handled, the correction of the employee can be one of the most important pieces of strategy used by supervision in building better human relations and understanding with men. Supervision can be very strict and exacting and at the same time remain very human when reprimanding a worker. We must keep our heads cool, fortify ourselves with all the facts, consider the effect of criticism on the worker, company, and other employees, handle the reprimand as befits the personality of the individual. Never remind a worker of a mistake after the reprimand is given. Find

something you can commend before criticizing, and above all, correct him in private. Save the worker's self-respect.

Human Relation Vitamin H—Get their point of view

There are two sides to every human relations problem, the employee's side and the supervisor's side. If we are able to put ourselves on the employee's side of the fence and see things from his angle as well as from our own, we shall be in a better position eventually to sell the employee on our side of the story.

We must have a sympathetic understanding of the other person and his point of view. We must forget ourselves and consider the worker, who is full of emotion, fear, sentiment, desire, strength, and weakness. Find out why he thinks and acts as he does. Don't brush him off. Listen to him. It does a man good to be able to unwind to someone who will listen to him sympathetically.

Human Relation Vitamin P—Give them credit

The man has never been born who would not react better and who would not deliver better performance if given recognition for work well done. Workers want kindness and consideration; they have a deep-rooted desire to be appreciated.

The next time you go to the theater, watch how much more effort an actor will put forth to please his audience after receiving their applause. Watch the sure-to-lose football team die for dear old Central High when cheered on by crowds in the stand.

Take a lesson from the man in the circus who, after putting his trained seals through their act, always rewards them with a bit of fish.

Don't be stingy with the sugar; sugar can turn a lemon into something very enjoyable—lemonade.

Human Relation Vitamin X—Accentuate the positive

Eliminate the negatives from your thinking, and your actions will become more positive. The world isn't kind to a

pessimist, because the man who thinks it can't be done usually fails. Learn how to smile and be friendly. Men need human warmth from their supervision as much as flowers need the sun.

Ambition, desire, initiative, imagination, determination, cooperation, purpose, preparedness, faith, self-confidence, courage, sincerity, observation, concentration, optimism, enthusiasm, application, open-mindedness, loyalty, honesty, thrift, willingness, and persistence are the positive vitamins of supervisory success.

The man who feels that he has arrived at a point where no further development is necessary, because he has risen to an executive position, is, in reality, walking blindly through a mine field which will eventually blow him into industrial oblivion.

The higher a man rises, the broader becomes his business horizon; therefore, he will, of necessity, need greater depth of understanding of all that comes within his increased sphere, especially those principles on which are built better human relations.

Therefore, take your vitamins.

CHAPTER XV

DEVELOP TEAM POWER—NOT MAN POWER

The worker wants a boss who *will cooperate with those beneath* as well as those above him.

All of us have seen individuals who operate as "lone wolves." These people are interested only in themselves and their small bailiwick. For some reason they fail to grasp the magnitude of the whole picture, the entire operation, or the organization as a whole. This same attitude is also prevalent with some departments and divisions. More men lose their golden opportunities in life because of their unwillingness to cooperate with others than for any other known reason. This is something which no well-informed executive will forgive or forget.

Webster defines "co" as signifying, in general, "with; together; or in conjunction with." He defines "operate" as "to perform; work or labor; to act." Therefore, when we put the two words "co" and "operate" together, we find cooperate means "the act of working with; perform with, act or labor together."

There is a vast difference between *working* and operating *with someone* as compared with *working* and operating *for someone.* When men work with each other, morale, loyalty, confidence, respect, and human understanding become unbreakable links in the chain of industrial success, which, inspired by teamwork, promotes full utilization of men, machines, materials, and money.

Mort Bach, vice president in charge of manufacturing, Lockheed Aircraft Corporation, says, "I would rather have five men working *with* me than forty working *for* me."

In modern industry, the individual department or group cannot successfully stand alone. A thoughtful supervisor

is keenly aware that *his success is,* in reality, *group success.* Effective action in his department or group is, to a large extent, dependent upon the cooperation of his men. Planning alone is not enough. *Cooperation is essential to translate* the *planning into action* in order to obtain maximum results. Therefore, *team power is most important*—not merely man power. Although the supervisor may drive his men and secure blind obedience in turning out some work, if he is to utilize the capabilities of his men to the greatest extent, he must have their cooperation. Ability to develop and maintain cooperation with the group or department is one of the attributes of positive leadership, replacing the need for driving and making our work as supervisors much easier.

Equally important to us is the fact that *we must gain the cooperation of the supervision of other departments* with whom we come in contact. Departments must cooperate with each other, and this cooperation depends largely upon the supervision who head the respective departments. Too many members of supervision act as though their department were the only department in the plant.

Mark was president of the Employees' Recreation Association of a large Buffalo manufacturing company. One morning he explained to Howard, assistant to the president, that the employees were having a big dinner meeting the fifteenth of the month, which would be attended by some 1,500 employees, their wives, husbands, and sweethearts. He had been asked by the directors of the Employees' Association to see if Mr. Blank, president of the company, would be their principal speaker for the evening. Howard's answer was:

"I'm sorry, Mark, but our president is a very busy man who has a great many demands made on his time. Therefore, I believe we should save his energy and health for more important things."

You can imagine the employees' reaction when Mark reported that the president "had more important things to do." Who and what could possibly be more important to

any president than his people? Howard's values were twisted.

Every department, in order to meet production standards and schedules, must have cooperation from every other department, from the purchasing department, which buys the parts or raw materials, to the shipping department, which ships the completed product. Your group, department, or division depends upon other groups, departments, and divisions and they, in turn, depend on you. Therefore, our success as supervisors depends upon how well we pull together.

A championship football team, a pennant-winning baseball team, a victorious fighter squadron, or a successful business organization is a group of individuals working together willingly and effectively toward a common end.

General MacArthur's success in reaching his objective—the recapture of the Philippines—depended upon the full cooperation of every man in the Army, Navy, and Marines. Had any one of them failed in his cooperative responsibility, the Philippines would not have been freed.

Cooperation is not a one-way street. We must give if we expect to receive. Consequently, we must realize that our employees have us under a magnifying glass, watching and appraising every act; and unless we practice what we preach, it will be noticed and our workers will act accordingly. Actions speak louder than words. Our actions toward the worker, toward top management, toward other departments and groups will, in no small measure, determine the cooperation and teamwork we develop within our group or department. *If we want loyalty and cooperation, we must first be loyal and cooperative.* This is not a one-sided objective.

Workers must know *what* is expected of them in order to secure their cooperation. They must know *why* we expect a certain thing to be done, *how* we expect it accomplished, *where* we expect it to be performed, *when* we expect it completed, and *who* will have the authority and responsibility for doing it. This is the only way the employee will have of knowing the common objective of the group or department.

One afternoon at 4:45, Earl, public relations manager of a New York insurance company, came out of his private office with a speech he had written in longhand. Realizing that the office workers quit at five o'clock, and appreciating that it would take forty-five minutes to type the speech, he approached one of the stenographers and said:

"Jane, I know it is very unfair of me to ask anyone at this hour to do a job which will make her an hour late getting home, but," he continued, "this manuscript is very important and must be in our Chicago manager's office tomorrow morning because he will be required to deliver this talk tomorrow night before a convention of insurance executives in Chicago. This is very important to our company. Will you copy it for me?" he asked.

Jane replied, "Sure, I'll be glad to copy it for you."

She not only copied the speech, but she prepared a short letter of transmittal to the Chicago manager. When the boss signed the letter, she addressed and stamped an envelope; on her way home, she went three blocks out of her way to drop the letter in an airmail box at Grand Central Station.

If Jane's boss had been one of those whose attitude was "to hell with cooperation—damn the human relations," he might have thrown the manuscript on her desk and said, "Here's something the big boss wants copied before you leave." Jane would have resentfully yielded, but she would have gone home burning inside.

Earl secured Jane's willing cooperation because, first, he put the blame on himself for asking her to stay after five o'clock. He did not pass the buck. Second, he explained what he wanted typed, when he wanted it finished, where it was going, how it would be used, who would use it, and why it was important.

Any man's ability to get ahead in his job with any company will be largely determined by his ability to get others to work with him and his ability, in turn, to work with them.

Cooperation and team power can be secured when individuals, who are the instruments of big business, are peculiarly

fitted for the most exacting work and when all work in harmony.

Management can be human only when we realize that, as employers, we are not independent. No man is independent so long as he must depend on other men to help him. As members of supervision, we need the men in the factory to produce. They, in turn, need us. The worker must depend on other men who create, market, organize, and administer. Business is a partnership between management and men. Problems involving human relations are not necessarily difficult problems; but during the war, possibly because of our need for ever-increasing production, human relations have more or less been pushed aside and, in many cases, forgotten. During the war, many men were promoted to supervisory jobs very rapidly, owing to lack of man power. These men had little or no training except that part which pertained to the technical side of their job. Postwar competition between men and products will require something besides technical knowledge. It will require intense study toward the development of better human understanding.

Any man who supervises the activities of other men belongs to the selected group known as management. The supervisor who manages a group, the foreman or department head who has charge of a department, the superintendent, works manager, sales manager, service manager, vice-president, and president—all are managers of men; it is their responsibility to build men and to weld a company together through sound human understanding. It is a great responsibility. In order to carry this load, we must work together, pull together, cooperate with each other, and above all, we must have *faith*—faith in ourselves to carry this load of responsibility; faith in our employees, who are usually a reflection of our leadership; faith in our company and where it stands in the industrial picture today and where it will stand in the industrial picture of tomorrow.

The greatest compliment which can be paid any man is to be known as "a builder of men."

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